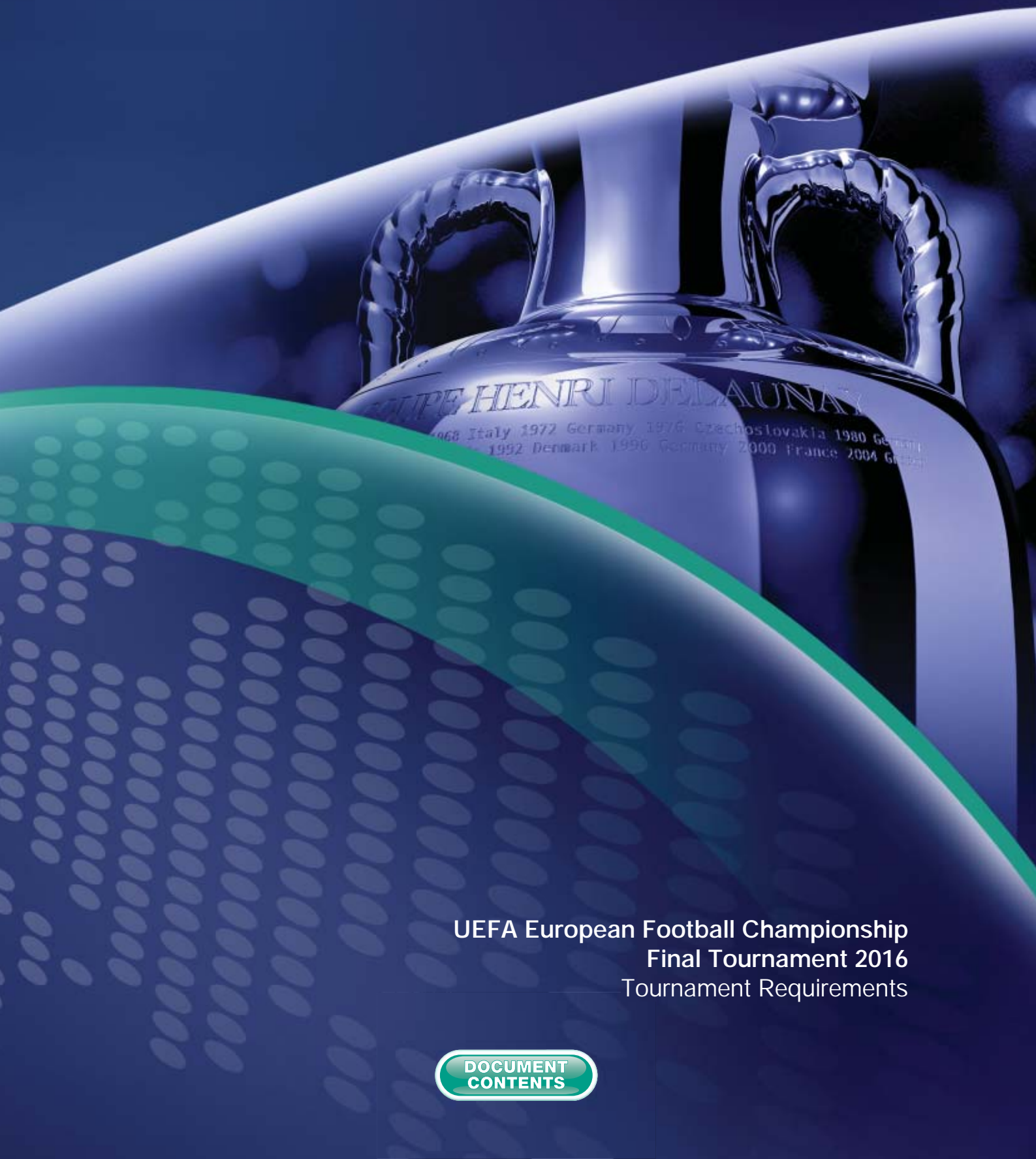


WE CARE ABOUT FOOTBALL



UEFA European Football Championship  
Final Tournament 2016  
Tournament Requirements

DOCUMENT  
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## Introduction and Overview



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## Sector 01: Introduction and Overview

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## 1. Introduction

As the world's third largest sports event, the UEFA European Football Championship has the overwhelming ability to awaken emotions, achieve positive change and unite people all over Europe.

Since its first edition in 1960, UEFA's flagship national team competition has grown enormously in size and reputation. After starting with four participating teams in the first edition and gradually increasing the number of finalists to 16 in 1996, the final tournament in 2016 will, for the first time in the history of the UEFA European Football Championship, see 24 teams competing for the prestigious Henri Delaunay trophy.

For the final tournament, hundreds of thousands of people visit the host country in order to feel the excitement of this unique event, watch the matches and celebrate together. On television, millions of people worldwide follow each match and share their passion for football. Not only does this have a positive impact on the tourist industry and thus on the economy of the country as a whole, it also supports the social aspect of football by bringing people together.

The organisation of such an event is very complex and only possible if the host is able to provide the relevant infrastructure (state-of-the-art stadiums, sufficient and appropriate accommodation facilities, efficient public transport system, etc.) and to satisfy the demands of all relevant stakeholders, such as participating teams, supporters, the UEFA family, media, broadcast partners, commercial affiliates, etc.

The bid requirements are designed to give all member associations that wish to bid to host UEFA EURO 2016 an overview of the requirements that the host association must satisfy and the basis upon which bidders will be evaluated by UEFA.

In addition, they set out the information and materials that bidders must provide in the bid procedure and guide them in the preparation of their bid dossiers.

## 2. Glossary

<b>accreditation</b>	the individual right to access one or more zones in an official site used for UEFA EURO 2016 (e.g. stadium, IBC) for a specific period. This right is granted according to the holder's on-site function.
<b>airport agreements</b>	separate agreements with the owners and/or operators of each of the airports that a bidder proposes to use in connection with UEFA EURO 2016 in the form of the standard airport agreement provided to the bidders by UEFA.
<b>assumed organisational model</b>	UEFA's assumed organisational structure for the organisation and staging of UEFA EURO 2016 as outlined in <i>Sector 03: Tournament Concept, figure 7.2</i>
<b>bid agreements</b>	the documents provided by UEFA to the bidders as part of the bid requirements, which include the: <ol style="list-style-type: none"><li>1. staging agreement;</li><li>2. stadium agreements;</li><li>3. host city agreements; and</li><li>4. airport agreements.</li></ol>
<b>bid dossier</b>	the documents, strictly following the bid dossier template, completed by the bidders and returned to UEFA as part of the bid procedure, which include all information requests stated in the tournament requirements, guarantees and bid agreements, each duly completed and signed.
<b>bid dossier development phase</b>	the period between the distribution of the bid requirements by UEFA to the bidders and the date of submission of the bid dossiers by the bidders to UEFA.
<b>bid dossier template</b>	the document provided by UEFA to the bidders as part of the bid requirements, which sets out guidelines on how the bid dossier should be laid out. It indicates, in particular, how many pages should be provided for each sector and question, which templates should be filled in, the purpose and content of the guarantees, and the agreements that need to be signed.
<b>bid reference documents</b>	all reference documents provided by UEFA to the bidders as supplementary information.
<b>bid requirements</b>	the documents sent by UEFA to the bidders during the bid procedure, which include: <ol style="list-style-type: none"><li>1. the tournament requirements;</li><li>2. the bid dossier template, with the list of guarantees; and</li><li>3. the bid agreements.</li></ol>
<b>bidder</b>	each member association or, in the case of a joint bid, team of member associations bidding to host UEFA EURO 2016.
<b>bid procedure</b>	the entire procedure conducted by UEFA to appoint the host association to host UEFA EURO 2016 as outlines in the bid regulations. It is divided into an initial phase, a bid dossier development phase and an evaluation phase.
<b>bid regulations</b>	the document provided by UEFA to the bidders, which governs the bid procedure and appointment of the host association.



<b>clean site</b>	any official site to be provided for UEFA EURO 2016 free of any contractual obligations throughout the exclusivity period, including, without limitation, obligations arising pursuant to advertising and sponsorship agreements, naming rights agreements, leases, usage agreements, supplier agreement, food, beverage and catering agreements, hospitality agreements and obligations which would limit in any way the ability of UEFA, the host association and/or the local organising company in exercising their rights or performing their obligations in connection with UEFA EURO 2016 or granting people the right to sell or give away any goods anywhere in the official site.
<b>commercial partners</b>	any entity to which UEFA grants any commercial rights in relation to UEFA EURO 2016 including, without limitation, any and all advertising, promotion, marketing, merchandising, licensing, franchising, sponsorship, hospitality, publication, media, television, and current and/or future new media rights.
<b>designated person</b>	means any of the following: <ol style="list-style-type: none"><li>1. employees, officials, agents and representatives of UEFA, the local organising company or any other entity established by UEFA, the host association and/or the government for the purpose of organising UEFA EURO 2016;</li><li>2. officials from UEFA's member associations;</li><li>3. members of the delegation of each of the national football associations which are participating in UEFA EURO 2016 (including, without limitation, players, coaches, medical doctors and officials);</li><li>4. UEFA's commercial partners and their respective employees, official, agents and representatives;</li><li>5. media representatives who are accredited by UEFA in respect of UEFA EURO 2016; and</li><li>6. any other person who is accredited by UEFA in respect of UEFA EURO 2016.</li></ol>
<b>evaluation phase</b>	the period between the submission of the bid dossiers by the bidders to UEFA and the appointment of the host association by UEFA's Executive Committee.
<b>fan zone</b>	an area accessible to the general public which is set up by UEFA, the local organising company and/or the host city, at which matches of UEFA EURO 2016 may be transmitted on giant screens and the commercial partners may organise a variety of activities, entertainment and displays related to UEFA EURO 2016 according to UEFA's instructions and guidelines.
<b>final draw</b>	the draw, provisionally scheduled for December 2015, determining the groups of national football teams participating in UEFA EURO 2016.
<b>government</b>	the highest governmental body in the host country and all other regional, state and/or local governmental bodies in the host country and their relevant departments and agencies at all levels including, without limitation, any and (where appropriate) all of the airport authorities, police, fire, medical and city authorities required in connection with UEFA EURO 2016.
<b>guarantees</b>	written guarantees requested by UEFA from the bidders or third parties in connection with the tournament requirements which UEFA determines necessary or desirable for the successful staging and organisation of UEFA EURO 2016.
<b>host association</b>	the member association or team of member associations appointed by UEFA to host UEFA EURO 2016.
<b>host city</b>	any city in the host country which is to host any match of UEFA EURO 2016.





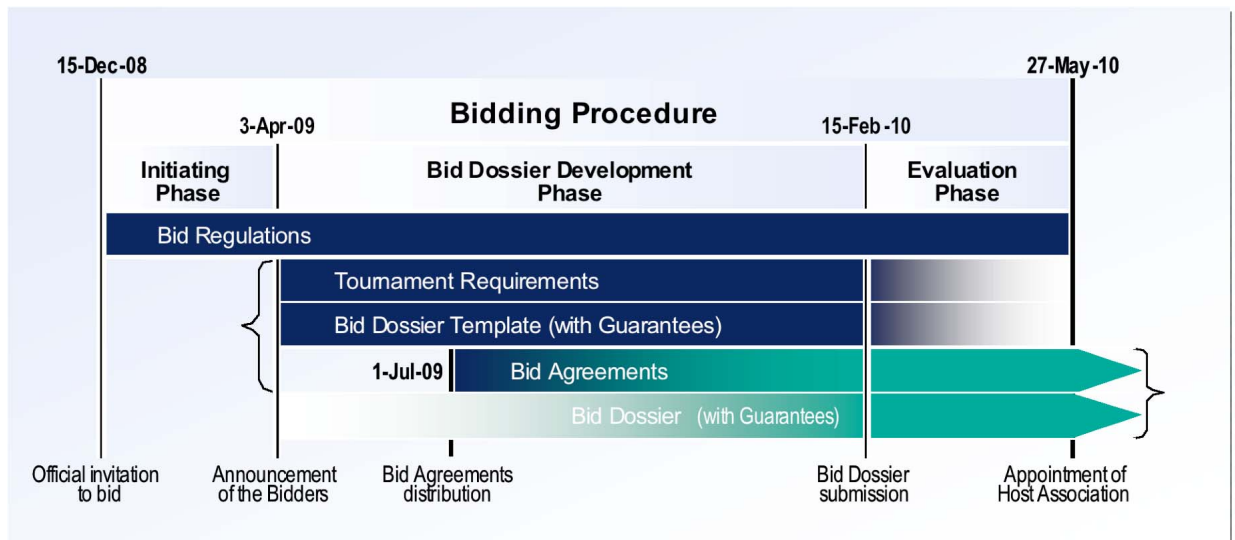
<b>host city agreements</b>	separate agreements with the authorities of each host city.
<b>host country</b>	the country of the member association (or in case of a joint bid, the countries of the member associations) appointed by UEFA as the host association(s) in accordance with the bid procedure.
<b>IBC</b>	International Broadcast Centre, hub of all tournament broadcast operations, generally located in the city in which the final match of UEFA EURO 2016 will be played.
<b>ICT</b>	information and communication technology.
<b>local organising company</b>	Defined in Chapter 7 of <i>Sector 03: Tournament Concept</i> .
<b>official site</b>	each stadium, training centre, the qualifying draw site, the final draw site, the IBC, any fan zone and the sites of any UEFA EURO 2016 event, together with the immediately surrounding and adjacent areas of such official sites which are under the control or ownership of the site owners.
<b>qualifying competition</b>	the competition taking place between September 2014 and November 2015, which is designed to determine the 24 teams that qualify to participate in UEFA EURO 2016.
<b>qualifying draw</b>	the draw, provisionally scheduled for January 2014, determining the groups of national football teams participating in the qualifying competition.
<b>stadium</b>	any stadium at which a UEFA EURO 2016 match will be played, together with all other facilities within the outer security zone or otherwise required to comply with the clean site principle.
<b>staging agreement</b>	the agreement between UEFA and the host association in connection with the staging and organisation of UEFA EURO 2016, which will be provided to the bidders by UEFA during the bid procedure and which will govern the relationship between UEFA and the host association with respect to UEFA EURO 2016.
<b>tournament requirements</b>	the document provided by UEFA to the bidders as part of the bid requirements, which sets out the requirements for hosting UEFA EURO 2016, including (without limitation) organisational, commercial, infrastructure, facilities and financial requirements.
<b>UEFA</b>	the Union des Associations Européennes de Football whose registered office is at Route de Genève 46, 1260 Nyon, Switzerland, which will include any existing (or to be created) legal entity in which UEFA is a majority shareholder or sole shareholder and/or in which UEFA holds majority voting rights, any existing (or to be created) contractual or “de facto” partnership without legal personality entered into by UEFA or any existing (or to be created) decentralised operational structure of UEFA in Switzerland or in the host country.
<b>UEFA EURO 2016</b>	the final tournament of the UEFA European Football Championship 2014–16 including all related official events and activities.



### 3. The bid procedure

The bid procedure will be conducted in one single phase consisting of:

1. an initial phase, during which each of the member associations submits an application for eligibility as a bidder;
2. a bid dossier development phase, during which the bidders develop their bid dossier based on the bid requirements; and
3. an evaluation phase, during which the bid dossiers submitted by bidders are evaluated. Bidders may be required by UEFA to elaborate upon and substantiate their bids as described in their bid dossiers, and provide more specific guarantees from time to time throughout the evaluation phase.



Starting on the 3<sup>rd</sup> of April 2009, the bidders can start working on the bid dossier. It must be handed in on the 15<sup>th</sup> of February 2010. Details of the required format of the bid dossier are provided in *Sector 01* of the *UEFA EURO 2016 Bid Dossier Template*.

## 4. The bid requirements

The bid requirements are composed of the following three documents

1. the tournament requirements
2. the bid dossier template
3. the bid agreements

Furthermore a reference documents box containing the bid reference documents listed in chapter 7 will also be provided to the bidders.

### The tournament requirements

The tournament requirements are divided into 20 sectors as follows:

<b>Global Concept</b>	
01	Introduction and Overview
02	UEFA EURO Vision
03	Overall Tournament Concept
04	Tournament Legacy
05	Social Responsibility and Environment
<b>Country Context</b>	
06	Political and Economic Aspects
07	Legal Aspects
<b>Infrastructure</b>	
08	Stadiums
09	Ground Transport
10	Airports
11	Accommodation and Training Centres
12	Technology Infrastructure
13	International Broadcast Centre
14	Fan Zones
<b>Country Operations</b>	
15	Safety and Security
16	Host Country and City Promotion
<b>Tournament Operations</b>	
17	Organisational and Operational Matters
18	Pre-Tournament Events
19	Financing
20	UEFA's Responsibilities



Each sector describes a different aspect of the competition.

All tournament requirement sectors are available as PDF files on the attached tournament requirements CD, as well as the reference material which is available in electronic format.

### The bid dossier template

This document is provided by UEFA to the bidders as part of the bid requirements. It sets out the guidelines that the bid dossier must cover and how it must be formatted to be accepted.

Its structure follows the same sector list as the bid requirements. It provides

1. the questions that need to be answered;
2. the tables that need to be filled in;
3. the plans that need to be provided;
4. any additional documents that need to be supplied.

Furthermore, it provides the content of each of the requested guarantees and states what maximum length each sector must have in the bid dossier.

The attached bid dossier template CD contains the following material:

1. the PDF files of the bid dossier templates sectors
2. the files of the bid dossier template sectors in DOC format
3. the files of the requested tables in XLS format

See *Sector 01* of the *UEFA EURO 2016 – Bid Dossier Template* for more guidelines.

### The bid agreements

The bid agreements include the following:

1. the staging agreement;
2. the stadium agreements;
3. the host city agreements; and
4. the airport agreements.

The exact content of these agreements will be made available on the 1<sup>st</sup> of July 2009.





## 5. Support process

### General framework

UEFA will provide support in the understanding of the bid requirements as necessary. The foremost aim is to ensure that the bidders fully understand the bid requirements and how the bid dossier should be written.

To warrant equal treatment of the bidders, relevant information provided to any bidder by UEFA will also be made available to the other applicants. Likewise, minutes will be taken during the workshops and shared with the other bidders.

### Contact

The official contact for any questions regarding the bid is the UEFA EURO Competition Manager. His electronic mailbox is [address withheld]. Using this address will ensure that your mail is answered within a maximum of two working days.

### Workshops

To ensure optimal understanding of the bid requirements by the bidders and to provide the bidders the opportunity to ask specific questions, several workshops at the headquarters and on the bidders' site have already been planned.

The goal of the first workshop is to present the bid requirements and provide a general overview of the required content of the bid dossiers. It is planned over two days on the 27<sup>th</sup> and 28<sup>th</sup> of April 2009.

The next workshops, in each the bidder's countries between the 2<sup>nd</sup> on the 11<sup>th</sup> of Jun 2009, will be thematic ones on:

- safety and security;
- stadiums;
- airports; and
- ground transports.

Two more workshops, called technical working, will take place over one day in the respective countries of the bidders. They are planned for mid-September and end-November 2009. These sessions will be specifically adapted to the needs and requirements of the specific bidder.



## Document exchange place

All information concerning the UEFA EURO 2016 bid is available on the National Association Extranet on [address withheld] under the menu “EURO 2016 → Bid Requirements”:

The screenshot shows the UEFA National Associations Extranet website. The header includes the UEFA logo and the text "National Associations Extranet". Below the header, there is a user profile section for "jacques.hussy" and a search bar. A navigation menu on the left lists various sections: Home Page, Directory, Documents, Calendar, Notice Boards, Forums, News, UEFA, NA, FIFA, Regulations, Executive Committee, EU, HT Education, Euro 2008, and Euro 2016. The main content area displays a welcome message and a news feed with several articles. A callout box on the right highlights the "Euro 2016" menu item, which is expanded to show "Regulations", "Bid Requirements", and "Bid Workshop".

Every new posting in this electronic place will be notified to the bidders.

## Bid requirements modifications

Any modifications to the bid requirements must be formally approved and communicated to the bidders by UEFA.

## 6. Timeline

	Timeline	Activity
Initial phase	15 December 2008	Official invitation to bid to all UEFA member associations.
	9 March 2009	Interested member associations to confirm interest.
	1 April 2009	Confirmation of the bidders.
Bid dossier development phase	3 April 2009	Distribution of the tournament requirements and the bid dossier template.
	27-28 April 2009	Workshop for all the bidders in Nyon.
	2 and 11 June 2009	Thematic workshop with each of the bidders in their respective country (safety and security, stadiums, airports and ground transport)
	1 July 2009	Distribution of the bid agreements and the hotel reservation requirements to the bidders.
	14-18 September 2009	One-day technical working session 1 with bidders in their respective country.
	23-27 November 2009	One-day technical working session 2 with bidders in their respective country.
	15 February 2010	Submission of bid dossiers to UEFA.
Evaluation phase	Mar-May 2010	Officials' visits by UEFA.
	25 May 2010	Final evaluation report by UEFA administration to UEFA National Team Competitions Committee.
	27 May 2010	Final presentation by bidders to UEFA Executive Committee.
	27 May 2010	Appointment of host association for UEFA EURO 2016 by UEFA's Executive Committee. Countersignature of the bid agreements.



## 7. References

### List of hardcopy documents

The documents referenced below are made available to the bidders as hard copies with the bid requirements:

- ❖ AISTS and UEFA, *Impact of the EURO 2008 on the Public Authorities of Host Cities*, 2008
- ❖ FIFA, *Football Stadiums: Technical recommendations and requirements*, 4th edition, 2007
- ❖ FLA, *Guide to Safety at Sports Grounds*, fifth edition, 2008
- ❖ FSIS and FLA, *Control Rooms*, 2005
- ❖ FSIS and FLA, *Accessible Stadia*, 2003
- ❖ Schwery Consulting, *UEFA EURO 2008 Football & Social Responsibility Evaluation Report*, October 2008
- ❖ Stefan Nixdorf, *Stadium Atlas, Technical Recommendations for Grandstands in Modern Stadiums*, 2007, Ernst & Sohn
- ❖ UEFA, *EURO 2004 – Good practices for safe and secure major sporting events*, 2006, DVD
- ❖ UEFA, *FAME, Football Administration and Management Environment*
- ❖ UEFA, *UEFA EURO 2008 Tournament Review, Behind the Scenes – Euro 2008 SA*, 2008, DVD
- ❖ UEFA, *UEFA EURO 2008 Tournament Review, Behind the Scenes – UEFA & UMET*, 2009, DVD
- ❖ UEFA, *UEFA EURO 2016 – Key Organisational and Financial Principles*, January 2009 (Annexe to the UEFA circular letter no. 8, issued on 30 January 2009)
- ❖ UEFA, *UEFA EURO's Brand Positioning*, Final, October 2008, FutureBrand
- ❖ UEFA, *UEFA European Football Championship 2014-16 – bid regulations*, December 2008

### List of documents in electronic versions

The documents referenced below are made available to the bidders as PDF files on the tournament requirements CD:

- ❖ FSIS and FLA, *Accessible Stadia*, 2003
- ❖ Schwery Consulting, *UEFA EURO 2008 Football & Social Responsibility Evaluation Report*, October 2008, English
- ❖ Schwery Consulting, *UEFA EURO 2008 Football & Social Responsibility Evaluation Report*, October 2008, French
- ❖ Schwery Consulting, *UEFA EURO 2008 Football & Social Responsibility Evaluation Report*, October 2008, German
- ❖ International Union Against Tuberculosis and Lung Disease, *Tobacco-free Sports – A tobacco-free futures action guide*
- ❖ UEFA, *UEFA EURO's Brand Positioning*, Final, October 2008, FutureBrand







# UEFA EURO Vision



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## Sector 02: UEFA EURO Vision

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## 1. Explanation of the vision of the UEFA EURO

Every four years, the UEFA European Football Championship final tournament gathers together the strongest European national teams and the best European footballers to showcase top-level football. Europe has the longest football tradition in the world, its clubs have the ability to attract champions from all over the planet and boast massive support everywhere. However, there is one competition that perpetually continues and renews the legacy of European football's different historical identities: the UEFA European Football Championship.

In the era of globalisation and in a multiethnic world, national identities, each with their own individual approach to the game, are perceived as a rich asset which needs to be preserved and developed for the wellbeing of football. The specific character of the competition lies in its bringing together of European excellence and the distinctive features of each national school.

UEFA has the extraordinary opportunity and responsibility to use this unique showpiece to boost the popularity of football and to recreate the epic challenge between European football giants.



The long-term vision of the UEFA European Football Championship final tournament is “to create an enduring legacy for European football”: UEFA and the host association should strive to achieve this together by using the tournament as a vehicle to develop football in the host country (through football programmes, infrastructure developments, image promotion, etc.) and all over Europe (through revenue distribution to all UEFA member associations). From the same perspective, a positive legacy is only possible when unforgettable memories are created for fans everywhere, whether they watch matches in the stadium, fan zones, communities or at home. The final tournament runs for one month every four years, but its impact may extend far beyond this period.

While this objective reaches far into the future, the core purpose of the UEFA European Football Championship final tournament is to bring together nations and traditional European adversaries to celebrate their shared passion for football. The final tournament is a unifying force for the fans of individual countries from different backgrounds. The historical aspect is the emotional fuel behind the



rivalry and the point of connection for die-hard fans. But at the same time, their love of football creates a common ground between them, allowing them to relate to each other off the pitch. For once, a twofold miracle takes place: national rivals, fiercely divided under the flags of their respective clubs, become brothers under the flag of their country and European rivals come under the same roof, with the aim of beating each other in a hard-fought football contest but keen to share the same party.

Certain core values form an integral part of the competition. Values such as festivity, excellence, authenticity, passion and intensity establish the ground for celebrating together the shared enthusiasm for the UEFA European Football Championship.

The fact that the final tournament is held every four years in a different country means that the core values and personality of the competition can be brought to life in a way that is true to both the core values of the competition and the personality of the host country, reflecting its history, traditions and culture.

There is a need to establish in the minds of the fans what the UEFA EURO stands for and what is unique about the values and personality of the tournament. More detailed information and explanations are therefore included in the reference document *UEFA EURO Brand Positioning*.

## 2. Key motivations of the host and integration into the vision of the UEFA EURO

Good cooperation with and strong support from the host country government and the host cities are key factors in the successful organisation of an event of such magnitude. In this respect, a bidder's motivation for hosting UEFA EURO 2016, the idea of what it aims to achieve and how it plans to attain those goals in a measurable way will be of key importance to securing necessary support from all relevant stakeholders. Each bidder must therefore have a clear and convincing sense of motivation and a comprehensive vision of its aims. The vision thereby needs to be integrated into UEFA's vision and philosophy.





## Overall Tournament Concept



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## Sector 03: Overall Tournament Concept

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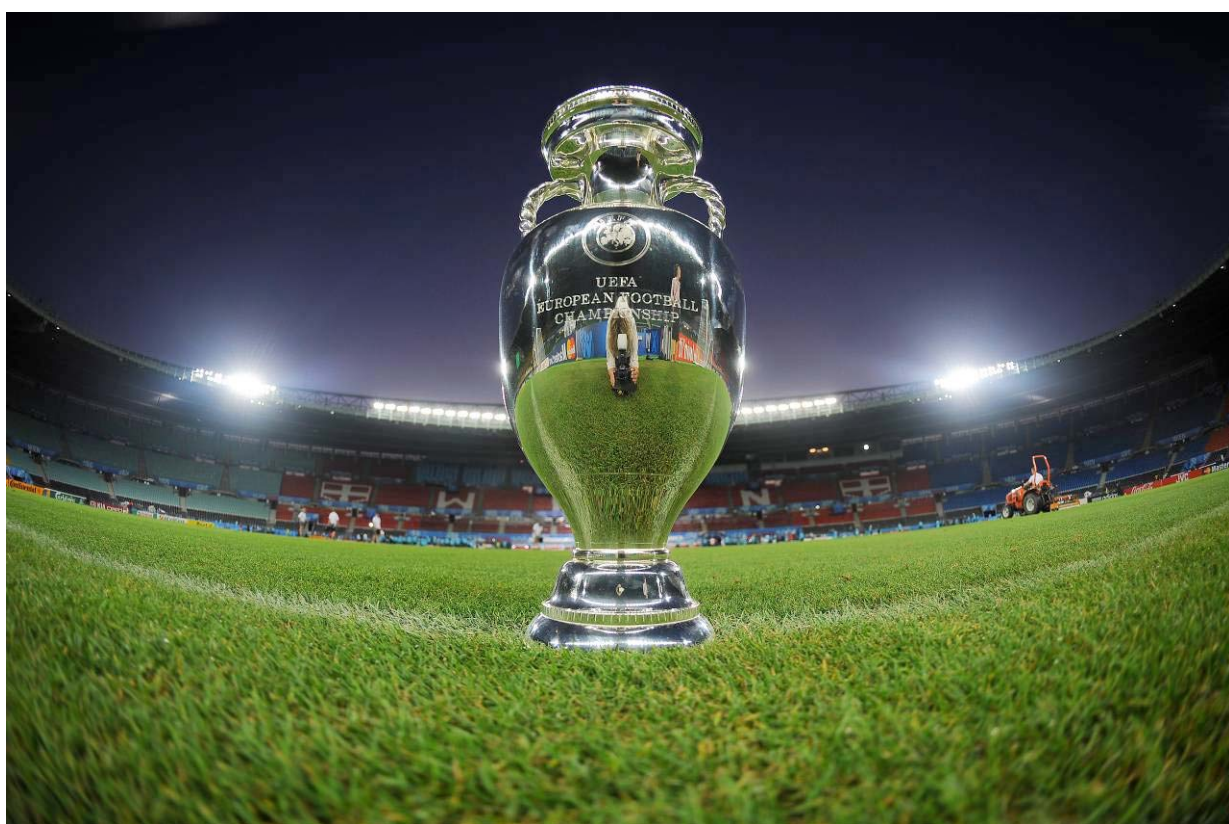


## 1. Overall tournament concept

The 2014–16 UEFA European Football Championship will consist of a qualifying competition and a final tournament.

For the qualifying competition, all UEFA member associations are eligible to compete for one of the 24 places in the final tournament. Qualifying competition matches will commence in autumn 2014 and will be organised by all participating UEFA member associations individually.

The final tournament is expected to take place in June/July 2016. The exact dates will be fixed after the appointment of the host association. The overall tournament concept of the final tournament is explained below.



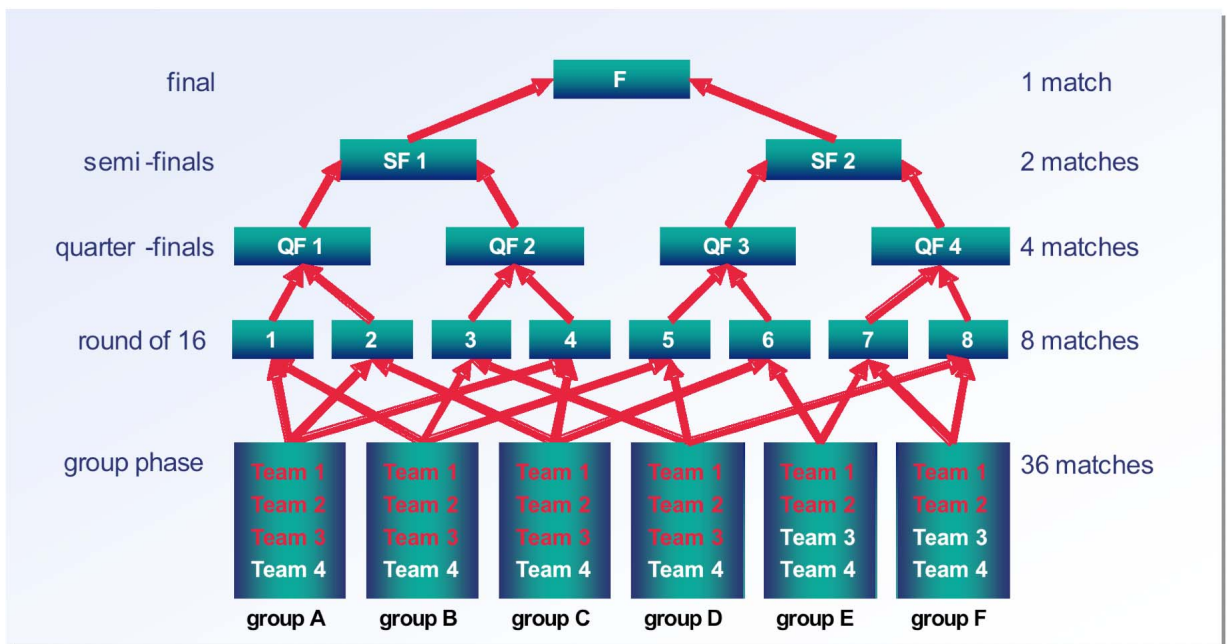
## 2. Number of participating teams

UEFA EURO 2016 will be the first final tournament of the UEFA European Football Championship to have 24 participating teams. Since the switch from 8 to 16 teams in 1996, the final tournament has grown steadily in terms of fan interest, organisational standards and revenue generation. Today the final tournament has reached such a high quality level that increasing the number of participating teams is seen as the ideal way of developing the impact of the UEFA EURO even further.

Compared with a 16-team final tournament, the new format will lead to an increase in the number of tickets available (51 matches instead of 31) and in the number of fans directly reached (with more European countries involved in the competition). Changing the tournament format is also seen as a chance to allocate more matches to each stadium and to increase the cost-benefit ratio for the host cities.

### 3. Tournament format

The final tournament is divided into a group phase and a knockout phase. The group phase will be played with six groups of four teams, with the group winners, runners-up and the four best third-ranked teams qualifying for the round of 16. The knock-out phase begins with the round of 16, followed by the quarter-finals, semi-finals and final. This format will generate 51 matches and is similar to the one already applied at the FIFA World Cup in 1986, 1990 and 1994 (with the exception of the third place match, which is currently not foreseen for UEFA EURO 2016).



The length of the tournament depends on the stadium concept of the host association. However, it is anticipated that the tournament will last between 29 and 31 days.

### 4. Number of stadiums and capacities

Each bidder must propose nine state-of-the-art stadiums in its country in which the UEFA EURO 2016 matches will be played.

The requested stadium capacities are as follows:

- 2 stadiums with at least 50,000 net seating capacity (preferably one of which with 60,000 net seating capacity)
- 3 stadiums with at least 40,000 net seating capacity
- 4 stadiums with at least 30,000 net seating capacity

In addition, bidders may propose up to a maximum of three additional stadiums, to be considered as back-up stadiums.

The calculation of the net seating capacity is explained in *Sector 08: Stadiums*.

### 5. Qualifying draw and final draw

The qualifying draw, determining the qualifying competition groups, will mark the first major event in the host country and is therefore an important milestone in the implementation of the promotional strategy for UEFA EURO 2016. It will be organised by UEFA and the host association and is provisionally scheduled for January 2014.





Following the completion of the qualifying competition, the final draw will determine the groups for the final tournament. The final draw, provisionally scheduled for December 2015, is another important event in the calendar as it creates excitement and suspense prior to the final tournament.

Further information concerning the draw requirements can be found in *Sector 18: Pre-Tournament Events*.

## 6. Tournament organisation

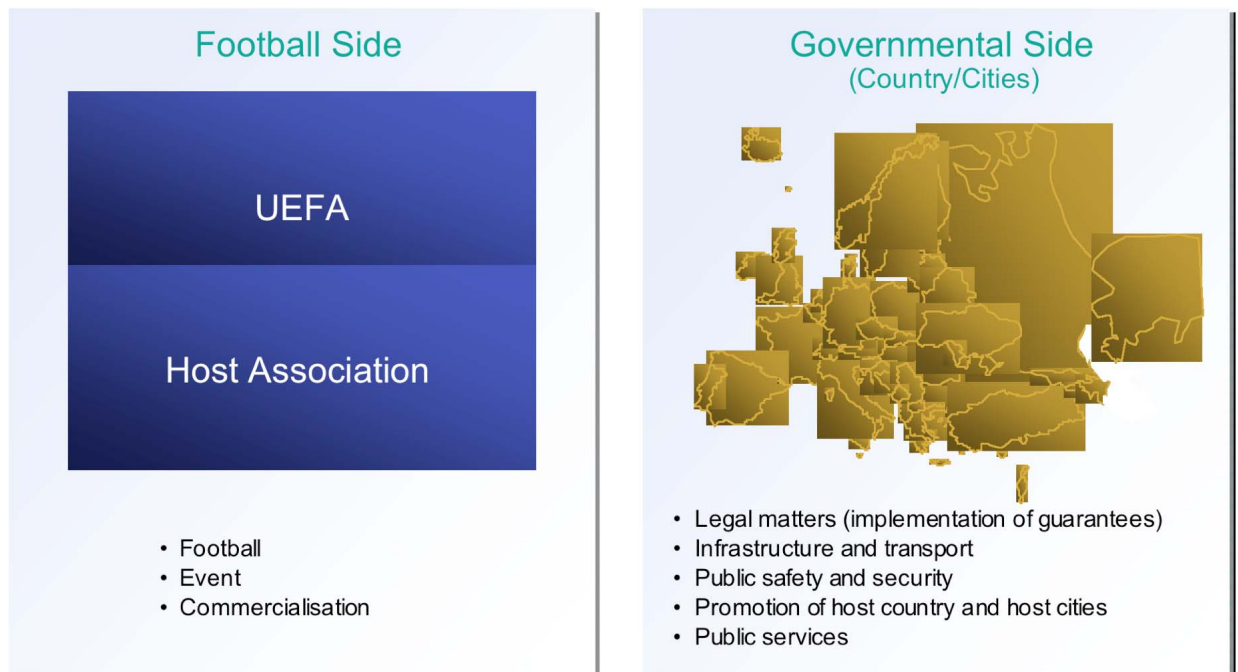
UEFA wishes to deliver a tournament in close cooperation and true partnership with the host association, country and cities. The basic organisation model should abide by the following principles:

- UEFA is the owner of the event.
- UEFA, the host association, and the local organising company have shared responsibility for the delivery of the event.
- The overall organisation of the event will be headed by a steering group composed of senior representatives from UEFA, the host association, and the government authorities.
- The host country and city governments are responsible for the provision of public infrastructure and services.

### Football versus Government Matters

The following diagram shows the general split of responsibilities between football and government matters:

**Figure 6.1** Football versus government matters



The national and local (city) governments need to show a strong political will to host UEFA EURO 2016 at all institutional levels, both nationally and locally.

## Football side

The following principles prevail for the football event side:

- UEFA leads the tournament organisation.
- UEFA and the host association constitute a united team for a successful delivery.
- There are shared responsibilities in some specific areas of delivery.

While UEFA has overall leadership and guides the host association by providing project management direction and coordination, coaching and knowledge transfer, as well as delivering some parts of the projects, specific responsibilities are delegated in most areas.

## Local organising company

To carry out the operational tasks related to the organisation of the tournament, the host association creates a local organising company.

- The relationship between UEFA and the host association is governed by a staging agreement.
- The local organising company, headed by a local organising committee, composed of senior representatives from the host association, and the host country/city governments, must be a non-profit legal entity under the control of the host association.
- The local organising company is in charge of dealing with the host country and city governments.
- The relationship between UEFA and the local organising company will be managed through service agreements. These agreements are contracts between UEFA and the local organising company specifying the services requested from the local organising company and the respective budget to be covered by UEFA.

## 7. Appointment

The appointment of the successful bidder to act as the host association for UEFA EURO 2016 shall be subject to receipt of a signed staging agreement from the successful bidder. The staging agreement sets out the principles for hosting and organising UEFA EURO 2016 and its related events, the rights and obligations of UEFA and the host association, as well as the duties of several entities providing support to UEFA and the host association, among which the national authorities. In order to ensure a fair and transparent cooperation with all authorities, the government of the host country is requested to provide a written guarantee to UEFA whereby it confirms having read and understood the terms of the agreement presented to them by the host association and undertakes to provide full support to UEFA and the host association to implement the terms of the staging agreement. The staging agreement will also provide for a payment to the host association in return for the fulfilment of its responsibilities.

According to the UEFA EURO 2016 bid regulations, the staging agreement will be sent to bidders on or around 1 July 2009. Each bidder will be required to submit a signed staging agreement to UEFA as part of its bid dossier and UEFA will countersign the staging agreement submitted by the successful bidder upon its appointment as host association.

Planning for UEFA EURO 2016 will commence immediately following the appointment of the host association. It will involve members of the UEFA administration and members of the host association. A specific project plan will be drawn up for all activities and events up to the end of UEFA EURO 2016 and the various stages of the project will be coordinated through regular meetings.

Please note that the planned organisational model as outlined in this document may, at UEFA's sole discretion, be changed for any reason including as a result of the information provided by bidders in their bid dossiers.





## Tournament Legacy



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## 1. Long-term development

For the credibility of the entire project and public acceptance in the host country, it is important to ensure that the planning of the UEFA European Football Championship final tournament is based on a long-term legacy in the context of sustainable development.

The legacy-related aspects should be taken seriously by the bidder as this will be perceived as an important factor in the evaluation process. Lasting benefits as part of the UEFA EURO 2016 tournament can be produced in several areas:

### Stadium and general sports infrastructure

Modern sports infrastructure has the potential to increase the football level in the country and to attract more supporters to national competitions.

However, in order to produce lasting benefits, the development of the tournament stadiums and the sports infrastructure in general, in line with the requirements of UEFA EURO 2016, should include plans for enduring exploitation and be active part of the growth of the football movement in the country and of the enhancement of its competitions.



### Football culture

Through football-based events such as exhibitions, school activities, neighbouring initiatives and festivals, all linked to the platform offered by the European Football Championship, it is possible to promote football and its social, historical, national and festive aspects.

### Tourism development

A UEFA European Football Championship final tournament reaches a large number of people who travel to the host country and cities during the event or who might plan a later visit.



The tournament itself will therefore have a significant instant impact on the touristic industry; however initiatives should be planned to ensure a long-lasting effect that would boost this business in the country for the years to come.

### Economic development

The main area of economic development would certainly be tourism, although new ideas may also be developed in the fields of event hosting, sports facilities or new marketing trends.

### Infrastructures

Stadium development and the influx of visitors to the host country often require the improvement of transport and other infrastructures. This offers the opportunity to develop infrastructures that would result in further modernisation of the country.

Further information regarding long-term development can be found in *Sector 05: Social Responsibility and Environment* and *Sector 08: Stadiums*.

## 2. Impact of the final tournament based on key performance indicators

The huge magnitude of the UEFA European Football Championship final tournament is attracting more and more fans from all over Europe and the entire world to travel to the host country in order to attend the event.

This development, combined with an additional trend to offer public viewing facilities outside the stadiums, increases the impact on any host city in terms of security, transport, accommodation and tourism in general. In order to understand this impact and provide assistance for future organisers, UEFA has developed key performance indicators to capture and describe the relevant effects on organisational and financial matters. For the further development of this expertise, the host association needs to ensure that the host country and cities will fully support this project by providing assistance and information.





## Social Responsibility and Environment



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## 1. Overview

### Aim

To ensure that the event enhances the environment, health and social/cultural cohesion for visitors and hosts, contributing to the quality of the tournament and sustainably improving the quality of life in host cities. Its legacy should guide other nations and sporting events in adopting similar responsible initiatives.

### Background

Under the umbrella of respect, these activities are currently organised around six themes: racism and discrimination, football for disabled persons (“football for all”), football and health, football and humanitarian aid, and football and the environment.

For UEFA EURO 2008, several projects were implemented, such as “EUROSCHOOLS 2008”, “Fan Embassies”, “Score for the Red Cross”, “Football for All” and the “Austro-Swiss sustainability strategy”. The examples provided in this sector are only for illustration without any obligations. For more details, please consult the uefa.com website:

<http://en.euro2008.uefa.com/countries/organisation/socialproject/index.html>).

### Concept

Bidders should develop strategies that adopt UEFA’s overarching respect concept and integrate considerations of environment, health and social/cultural cohesion into different layers and aspects of tournament planning and implementation, including a draft budget for costs related to the implementation by the relevant parties responsible. The following chapters give a loose framework for possibilities, but concepts should be tailor-made to each country’s specific needs to leverage its assets and capacities.



## 2. Environment

### Transport

#### Sub-topics

- Harmful emissions
- Alternative transport means
- Accessibility

#### Goals

- Promote and provide a convenient public transport system for travelling to stadiums
- Choose modes of transport that use low emission technologies
- Offer accessible public transport services
- Create direct links to stadiums for fans through public transport services

#### Indicators

- Low emission vehicles
- Proportion of spectators travelling by public transport, walking or cycling to stadiums
- Responsible parking services
- Pleasant pathways/pedestrian boulevards installed for pedestrians between strategic locations (train station, stadium, fan zones)

#### UEFA EURO 2008 example: Kombi-Ticket

Match tickets and accreditations functioned on the day of the match as free tickets for travelling to and from matches using public transport.

### Site selection and construction

#### Sub-topics

- Ecological footprint
- Energy
- Accessibility

#### Goals

- Minimise ecological footprint
- Energy-efficient stadiums
- Barrier-free access for everyone
- Avoid creation of "white elephants"

#### Indicators

- Minimise impact on soil, flora and fauna
- Use of reclaimed, recycled and local construction materials
- Temporary buildings made for reuse elsewhere
- Accessibility standards, language services, signage, areas for meditation or prayer
- Support of sustainable accommodation

#### UEFA EURO 2008 example: The Letzigrund stadium in Zurich

The most noticeable aspect is the green roof of the stadium with its 2,500m<sup>2</sup> photovoltaic system, which can supply enough electricity for around 80 households, and 90m<sup>2</sup> solar collectors for the heating of warm water. The CO<sub>2</sub>-neutral power for the stadium operation is supplied by two wood pellet burning systems in the basement of the stadium.



## Green infrastructure

### Sub-topics

- Ecological footprint
- Biodiversity

### Goals

- Low impact on natural habitats
- Conserve existing biodiversity
- Increase ecological value and access to nature

### Indicators

- Buildings and infrastructure designed to minimise ecological impact
- Landscaping, planting and building design to increase biodiversity
- Net gain of ecologically valuable green space
- Materials with low environmental impact used for merchandising
- Sourcing food from environmentally responsible farming

### UEFA EURO 2008 example: Bio-Bud

The host city of Berne contractually obliged caterers in the fan zones to offer products with the “Bio Bud”. The “Bio Bud” stands for overall operational organic production as well as for natural diversity on farms and particularly the human raising and feeding of farm animals. No gene technology, chemically synthesised sprays, artificial fertiliser or flavouring and food colouring were allowed. In terms of the use of biological products in the host city of Berne, exceptions were only permitted if organic products were more than 30% more expensive than normal products or if biological quality products were not available.

## Water and waste management

### Sub-topics

- Water use
- Recycling
- Waste management

### Goals

- Responsible water use
- Zero or low waste to landfill
- Select/build stadiums with efficient water technologies
- Strive to be paperless

### Indicators

- Total weight of waste generated
- Stadiums incorporating water recycling, rainwater harvesting and water conserving appliances
- Policies on ecologically sensitive materials, e.g. timber, food
- Foregoing of advertising and packaging materials
- Installation of dry urinals, water-saving toilets and water-flow regulators

### UEFA EURO 2008 example: Returnable cups

The ecological superiority of returnable cups over disposable cups – even under the specific conditions of UEFA EURO 2008 – was clearly proven by the tri-national ecological balance created on behalf of the environment ministries of Austria, Germany and Switzerland, as well as various states, cantons and





cities. The use of returnable cups also greatly reduced the littering problem, for the incentive to return cups was made more attractive through the offer of a deposit.

## Climate change

### Sub-topics

- Green energy
- Harmful emissions

### Goals

- Reduction in energy consumption
- Minimal use of energy from non-renewable sources
- Raise public awareness of green policies

### Indicators

- Total energy consumption during the event
- Cooling and heating equipment to diminish energy consumption
- Use of food with lower greenhouse gas impacts
- Environmental certification of the environmental management strategies of the stadiums

### UEFA EURO 2008 example: Green energy

Euro 2008 SA set aside EUR 3,125 per match for the purchase of green electricity. A total of 240,600kWh of green electricity was purchased for the stadiums in Switzerland, of which 66% originated from water-generated electricity, 24% from solar power and around 10% from wind power generators.

The host cities in Switzerland also used electricity from renewable sources in their fan zones and fan miles. All the electricity from renewable sources in Switzerland met the high standards of the “naturemade star” green electricity label ([www.naturemade.ch](http://www.naturemade.ch)).



### 3. Health and society/culture

#### Diversity and inclusion

##### Sub-topics

- Discrimination
- Opportunities for all abilities
- Integration

##### Goals

- Diversity respected and celebrated
- Provision of accessible, inclusive and affordable facilities and services
- Non-discriminatory employment during construction and planning phases

##### Indicators

- Demonstrate clear policies of international understanding and anti-discrimination
- Number and type of facilities provided for people with disabilities
- Promote integration and international understanding through football projects
- Campaigns to raise awareness of local and international media
- Programmes aimed at specific target groups who stand to benefit more

#### UEFA EURO 2008 example: Unite Against Racism

Unite Against Racism is a long-standing awareness campaign run by FARE and UEFA. During the tournament, the campaign took the form of a number of activities and events aimed at spreading the message of combating racism, discrimination and intolerance. This campaign was targeted at the general public, fans in general and specifically those living in countries where serious racist, xenophobic and far-right incidents are witnessed.

#### UEFA EURO 2008 example: Football for All Abilities

The Football for All project aimed to promote the idea that players of all abilities can participate in the game. This project was implemented at the tournament for the first time and was organised by the Swiss disabled sports federation, PluSport, in cooperation with the Austrian disabled sports federation, ÖBSV. Two national teams representing four different disabilities played against each other in two halves of approximately seven minutes each. The matches started about 90 minutes before each of the four quarter-finals of the tournament.

#### Health

##### Sub-topics

- Tobacco-free sport
- Healthy diet
- Physical activity
- Alcohol abuse

##### Goals

- Good air quality (indoor and outdoor)
- Healthy diet accessible and promoted
- Facilitate and promote physical activity
- Safe alcohol consumption



### Indicators

- Smoke-free city or, if not, smoke-free tournament
- Promote football and other recreational physical activity
- Promote and facilitate active transport (cycling, walking)
- No alcoholic beverages or only low-alcohol beverages on sale
- Availability, affordability and promotion of healthy foods and limits on promotion of unhealthy food and beverages

#### **UEFA EURO 2008 example: Tobacco-free sport**

Smoke-free stadiums (including open-air stadiums and hospitality); smoke-free hotel accommodation and transport; no sale of tobacco products or paraphernalia at stadiums (condition of franchise); no tobacco industry sponsorship or advertisement; no distribution of free tobacco at hospitality events associated with the matches.

#### **UEFA EURO 2008 example: Alcohol**

The public sale of alcoholic beverages was forbidden in the stadiums in accordance with the UEFA security guidelines, with the exception of the hospitality areas. In all host cities and public viewing areas in Austria and Switzerland, a non-alcoholic drink was cheaper than the cheapest alcoholic drink.

## Fan hosting

### Sub-topics

- Fan support
- Public information services

### Goals

- Services, facilities, benefits and activities are accessible, affordable and welcoming for all
- Reinforcement of community cohesion and solidarity

### Indicators

- Highly visible and centrally located fan hosting services
- Establishment of a pool of qualified fan coaches
- Strategy for efficient integration of various fan hosting services: tourist offices, fan programmes by sponsors, qualifying nation activities, etc.
- Awareness-raising meetings, debates and conferences
- Use of sponsors as relays to increase the impact of efforts

#### **UEFA EURO 2008 example: Fan embassies**

First introduced as a concept for the 1992 UEFA European Football Championship final tournament, fan embassies have been present at every major football tournament ever since. Organised by FSI in cooperation with FARE, the project aimed to support fans during the tournament in each of the host cities. Fan embassies were coordinated by FairPlay-vidc in Austria and by POÖH in Switzerland.

## Solidarity

### Sub-topics

- Public awareness
- Charity

### Goals

- Respect for human rights and humanitarian principles
- Support of relevant campaigns



### Indicators

- Extensive use of traditional and new media to promote campaign
- Campaign is integrated into the tournament
- Significant amount of donations received

### UEFA EURO 2008 example: Score for the Red Cross

Fans of each of the teams participating in the tournament were invited to raise money for landmine victims in Afghanistan (50%) and the National Societies of the Red Cross (50%) by donating money to buy virtual goals (one goal cost EUR 1) for their country. The country with the most "goals" at the end of the tournament was named the "Most Humanitarian Team at EURO 2008". The project was organised by the ICRC with certain elements coordinated by UEFA.

## Community development

### Sub-topics

- Cohesion
- Employment
- Supply chain
- Education

### Goals

- Integrate event with local community stakeholders
- Establish a sustainable purchasing policy
- Recruit from the local community
- Seek sustainable sponsors
- Involvement of youth and schools

### Indicators

- Local, environmentally friendly and community-inclusive policies in place
- Youth and school projects in the run-up to the tournament
- Extensive public and stakeholder consultation
- Ethical procurement and fair employment
- Mixed-use development to create sense of community

### UEFA EURO 2008 example: EUROSCHOOLS 2008

EUROSCHOOLS 2008 was organised by FairPlay-vidc in Austria and SAD in Switzerland and was coordinated by sfw in Germany. The project saw schools across Switzerland, Austria and Liechtenstein adopt a country from one of the UEFA member associations, learn about it during the academic year and serve as its ambassador. As a second element of the project, every school was asked to organise a tournament based on the concept and amended rules of fair play football. The winners of these tournaments qualified for larger regional tournaments that took place during the final tournament and these teams could qualify further for the final day in Austria.

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## Political and Economic Aspects



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## 1. Introduction

The political and economic aspects of the future host country will significantly influence the success of UEFA EURO 2016, not only from an organisational perspective, but also in terms of the future development of the UEFA European Football Championship.

A number of political and economic evaluations are readily available through independent reviews such as those published by the World Bank, Jane's, Carleton, etc. UEFA plans to use these impartial sources as part of its evaluation of bid dossiers.

Below is the list of aspects which will be evaluated in this sector. It should be noted that, in most cases, two different perspectives will be considered: that of the country and that of the national association.

## 2. Political and football structures

**Relevance:** Given the high degree of backing required from the state authorities, the political organisation of the state and the distribution of powers and responsibilities among different bodies influence the preparations and the staging of the tournament.

**Scope:** To have a clear view of the operational and organisational framework, UEFA needs to understand the political structures of your country at national, regional and local levels. In particular, there must be a detailed description of how the national political system works and how powers are distributed between central and regional/local governments.

In addition, the political and organisational structure of the football association must be described.

## 3. Political and football climate

**Relevance:** As UEFA EURO 2016 is a long-term project, the political climate in the country and the football association may have a major impact on the smooth running of the preparations. Stability of the institutions is paramount in order to guarantee that all undertakings are met and this should be achieved even if there are shifts in the balance of political power. A successful delivery of the tournament is achieved not only through a steady governmental environment at all levels, but also through stability within sporting institutions.

**Scope:** UEFA needs to understand the range of political parties in the country, their respective strength and their position regarding the possible hosting of UEFA EURO 2016. UEFA also needs to understand the structure of football's stakeholders.

As a change in government may have a major impact on the approach to the tournament organisation and the relationships between national/local administrations and the tournament organisers, UEFA needs to be aware of any elections planned for the coming years.

As regards the football association, the same questions are asked in relation to the position of the association's main stakeholders and any elections planned in the coming years.

## 4. Public investment projection

**Relevance:** Public infrastructure is a key factor in the successful organisation of an event of such magnitude.

**Scope:** UEFA needs to understand what investments are planned at national, regional and city levels in relation to the hosting of UEFA EURO 2016.





## Legal Aspects



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## 1. Public interest

UEFA EURO 2016 is an event of worldwide interest that will have a significant impact on football in all UEFA member countries and on the public infrastructure, economy and image of the host country. The successful staging of the event is dependent on a complex preparation and organisation strategy requiring intense, high-level cooperation between a large number of private and public partners at both national and local levels. In order to ensure the timely and efficient staging of the event in accordance with UEFA's requirements, all relevant public authorities in the host country must consider the event as a matter of public interest with national importance.

UEFA therefore requires the appropriate authorities in the bidding countries to classify UEFA EURO 2016 (including the preparatory and planning phases of the tournament as well as the tournament itself) as a matter of public interest in the host country in order to ensure that the organisation of UEFA EURO 2016 takes priority over competing private or local interests.

## 2. Intellectual property

UEFA will develop significant intellectual property in connection with UEFA EURO 2016 including, without limitation, word marks, designations, logos, emblems, symbols, devices and mascots. This intellectual property, together with existing UEFA intellectual property, will be used by UEFA to organise, promote and advertise UEFA EURO 2016. Such intellectual property will be owned at all times by UEFA. However, UEFA may grant licences to use such intellectual property to its commercial partners and certain other licensees in order to permit them to associate their goods and/or services with UEFA EURO 2016.

In order to ensure that UEFA can control the look, feel and public perception of UEFA EURO 2016 and to preserve the commercial value of rights of association with UEFA EURO 2016 which are granted to commercial partners, UEFA must be sure that it will be able to assert its ownership of its intellectual property and to prohibit unauthorised people from using it in all relevant markets including, most importantly, in the host country. UEFA will undertake an extensive programme of intellectual property registrations around the world.

Given that UEFA has experienced difficulties with the registration of its intellectual property in certain countries and due to the extent of infringements that are anticipated in the host country, UEFA requires a draft of specific legislation on or before 1 May 2010 that:

- reserves the use of UEFA's intellectual property for UEFA without risk of revocation;
- prohibits the registration of any (a) business name or designation of any corporate body or other entity or (b) brand, name, insignia, logo, design or any other intellectual property rights, where it reproduces or imitates in whole or in part any name, designation, brand, insignia, logo, design or other intellectual property which is reserved for UEFA; and
- prohibits the direct or indirect use, by any means, without UEFA's authorisation, of any name, designation, brand, insignia, logo, design and/or intellectual property which is reserved for UEFA or which is similar to any such name, designation, brand, insignia, logo, design and/or intellectual property.

Notwithstanding the existence of such legislation, UEFA will apply for registrations in the host country under its intellectual property registration programme. As a result, it must be possible to register such intellectual property in the host country. In the selection procedure, each bidder is required to ensure that the relevant government departments and agencies in its country confirm that certain designations and other intellectual property related to UEFA EURO 2016 can be protected under the existing trademark and other intellectual property laws in its respective country.

All intellectual property registrations in the host country must be administered promptly and efficiently. The relevant government departments and agencies in the host country will be expected to appoint a dedicated set of examiners that will administer all intellectual property applications related to UEFA EURO 2016. Any such registration should benefit from an expedited process and, in any event, be

completed within six months of receipt of the relevant application. The relevant government departments and agencies should monitor all applications for intellectual property registrations in order to quickly identify and reject applications which conflict with any UEFA application or registration. Any action initiated by UEFA to oppose or invalidate conflicting applications or registrations should also benefit from an expedited process administered by a dedicated set of examiners. The relevant departments and agencies will be required to provide a written guarantee with respect to these measures.

The remedies available for breaches of UEFA's intellectual property rights under the specific legislation enacted to protect UEFA's intellectual property should be fast and forceful. In addition, the existing laws and regulations in the host country must grant robust protection to intellectual property rights with equally effective remedies.

### 3. Ambush marketing

Many companies, private individuals or public entities will, without UEFA's authorisation, attempt to establish a direct or indirect association with UEFA EURO 2016 through their marketing, promotional, advertising and/or public relations activities in order to benefit from the reputation of the event. Such activities are commonly referred to as "ambush marketing". Ambush marketing activities undermine the value of the rights of UEFA to exploit official association with its event and those which are acquired by commercial or public partners. UEFA will aim to eliminate such activities by organising and implementing a comprehensive rights protection programme.

The success of UEFA's rights protection programme will depend on sufficient protection from such activities being available under the laws of the host country. As a result, UEFA requires a draft of specific legislation on or before 1 May 2010 that:

- prohibits the direct or indirect use, by any means, without UEFA's authorisation, of any name, designation, brand, insignia, logo, design and/or intellectual property, which suggests or creates the impression that it is authorised by, or that it is in any way commercially associated with, UEFA or UEFA EURO 2016; and
- prohibits any marketing, advertising, public relations or other promotional activity (including, without limitation, in conjunction with any public screening of television footage of any UEFA EURO 2016 match) that occurs without UEFA's authorisation and that is liable to create a risk of association with UEFA or UEFA EURO 2016, irrespective of when or where such activity occurs.

### 4. Customs

Participants in UEFA EURO 2016 or in the organisation and staging thereof must be able to import into the host country all goods which they consider necessary or desirable in order to fulfil their function in relation to UEFA EURO 2016 without any restriction and without any customs duties or other taxes or liabilities being imposed thereon. Such people must also be able to export such goods without any restriction and without any customs duties or other taxes being imposed thereon. This free and unrestricted import and export of goods must be ensured throughout the preparation for UEFA EURO 2016, during the tournament itself and following its conclusion and should, without limitation, extend to the following goods of designated persons:

- personal effects;
- sporting equipment;
- medical supplies and instruments;
- pharmaceuticals and food supplements;
- food and beverages;
- photographic and audiovisual equipment and supplies;
- broadcast equipment and supplies;
- computer and other office equipment (whether electronic or not);



- documents, printed matter, gifts, awards, trophies, medals, flags, signage, decorative materials and promotional materials;
- uniforms, costumes and other clothing;
- products that UEFA's commercial partners intend to distribute as promotional items; and
- products of UEFA's commercial partners which are supplied to UEFA in connection with the organisation and staging of UEFA EURO 2016 (including, without limitation, automobiles).

In the selection procedure, the competent authority within the host country and their relevant departments and agencies are requested to provide a written guarantee with respect to the free import and export of goods.

Government departments and/or agencies that are responsible for the administration of customs in the host country must have sufficient power to enable them to detect and prevent the importation of unauthorised goods which use or incorporate UEFA's word marks, designations, logos, emblems, symbols or other intellectual property rights or otherwise violate the specific legislation enacted to protect UEFA's intellectual property rights or prevent ambush marketing.

## 5. Ticketing

In order to ensure the safety and security of people attending UEFA EURO 2016 matches and to protect the value of the rights which are granted to its commercial and public partners, UEFA must be sure that it will be able to prohibit the unauthorised transfer of tickets and to enforce the terms and conditions applicable thereto.

UEFA requires specific legislation to be enacted in accordance with the host country's constitution, a draft of such law shall be made available before 1 May 2010, that:

- prohibits any unauthorised sale or offer for sale of tickets or accreditation passes to any UEFA EURO 2016 match, whether the sale, transfer of possession or ownership takes place inside or outside the host country (including by internet);
- prohibits any unauthorised use or offer of tickets or accreditation passes to any UEFA EURO 2016 events as prizes in any contest, promotion, advertising or marketing activity, or as part of any travel, accommodation, dinner (including so-called hospitality) or any other commercial package; and
- allows immediate seizure of the relevant tickets or passes and provides for sanctions against the company and/or individual committing such infringement.

The laws of the host country should provide for rapid and effective enforcement of such prohibitions and of the terms and conditions.

In the selection procedure, in connection with existing or new legislation, bidders will be requested to provide a written guarantee from the appropriate government departments and agencies in their countries with respect to the enforceability in the host country of certain key terms and conditions of tickets and accreditation passes to UEFA EURO 2016 Events.

## 6. Rights protection committee and enforcement

The authorities in the host country that are responsible for administering and enforcing customs, intellectual property rights and the specific legislation enacted to protect UEFA's intellectual property and to prohibit ambush marketing and illicit ticket activities (including, if applicable, the municipal government of each host city) and their relevant departments and agencies must take all necessary measures to enforce UEFA's intellectual property rights and such legislation.

In particular, the relevant departments and agencies in the host country must counteract the following practices:

- the production, sale and/or distribution of counterfeit merchandise related to UEFA EURO 2016;





- street vending near official sites;
- ambush marketing;
- unauthorised public viewing events; and
- unauthorised use of and/or promotion, in any media, involving (i) UEFA's intellectual property and (ii) tickets or hospitality for UEFA EURO 2016.

To ensure efficient implementation of its rights protection programme, UEFA will require the establishment of a high-level committee (the "rights protection committee") composed of senior representatives from such authorities, departments and agencies (including, as applicable, representatives of each host city, the trademark office, customs officials, police forces, commercial and judicial courts) as well as UEFA and the host association. This rights protection committee will meet regularly to coordinate efforts to enforce UEFA's intellectual property rights and the specific legislation concerning ambush marketing and illicit ticket activities and to ensure that appropriate measures are taken to deal with violations. The relevant governments, departments and agencies will be required to provide a written guarantee in respect of these matters.

During the selection procedure, the bidder must cause the national government of its country to appoint (and maintain) a senior representative responsible for liaising with UEFA in respect of all intellectual property matters. If the bidder is appointed as the host association, this person or a similarly qualified representative (who should also be a member of the rights protection committee) should be appointed to liaise with UEFA in respect of intellectual property matters relating to UEFA EURO 2016.

## 7. Advertising Restrictions

The sale of commercial rights constitutes one of the most important sources of revenue for UEFA EURO 2016. The successful sale of such rights may be impacted by certain commercial or restrictions imposed by local law, for instance with regard to advertising opportunities (e.g. prohibition of advertising for tobacco or alcohol). Consequently, the bidder is required to describe what restrictions apply in the bidder's country in respect of commercial advertising and promotions at sports events that may affect the commercial programme for UEFA EURO 2016, and propose legal measures that could help to minimise the effect of such restrictions in the host country.

## 8. Immigration/visa/work permits

During the preparations for UEFA EURO 2016 and during the final tournament itself, there will be a heavy demand for entry into the host country by foreign nationals. The entry of these foreign nationals will be vital to the success of UEFA EURO 2016. The process by which all foreign nationals are permitted to enter and exit the host country in connection with UEFA EURO 2016 should be clear, simple and expeditious.

All foreign nationals with a valid passport attending UEFA EURO 2016 should be permitted to enter and exit the host country and should be granted any relevant visas without reservation (other than in relation to public safety and security) and without any cost (other than a minimal processing fee).

UEFA EURO 2016 will not be able to function without the presence of the participating teams, UEFA's employees and officials, UEFA's commercial partners, members of the media and other designated persons. Designated persons with a valid passport must therefore be permitted to enter the host country during the period from six months prior to the commencement of UEFA EURO 2016 until one month after its conclusion in order to fulfil their functions in relation to the tournament. Such entry should be guaranteed, with any required visas, work permits or other permissions being granted at no cost and in accordance with an expedited and simplified procedure.

In addition to designated persons who will need to enter the host country immediately prior to and during the final tournament, UEFA may consider it necessary or desirable for certain of its employees and other individuals to enter and/or become domiciled in the host country for up to four years prior to the commencement of UEFA EURO 2016 and up to one year after its conclusion in order to work on





the organisation of UEFA EURO 2016. UEFA must be sure that such people will be granted any necessary work permits at no cost and in accordance with an expedited and simplified procedure.

All applications for permission to enter into, exit from or work in the host country in relation to UEFA EURO 2016 should be considered without regard to the applicant's national or ethnic origin, colour, religion, sex, age or mental or physical disability.

The authorities in the host country and their relevant departments and agencies are requested to provide a written guarantee in respect of the entry of foreign nationals into the host country and the granting of necessary work permits.

## 9. Implications of assumed organisational model

Although UEFA currently intends to implement the organisation and staging of UEFA EURO 2016 through the assumed organisational model (see *Sector 03 of the UEFA EURO 2016 Tournament Requirements*), it is acknowledged that the laws applicable in any bidder's country or special circumstances may mean that there is a more efficient organisational model that could be adopted if such bidder is appointed as the host association. As a result, UEFA must understand the administrative and legal implications of implementing the assumed organisational model in each bidder's country and each bidder must identify any legal or administrative issues or any inefficiencies (including, without limitation, with respect to taxation) that may arise from the implementation of the assumed organisational model in its country. Bidders must also present solutions to such issues and/or alternatives that overcome such inefficiencies as early as possible in the selection procedure.

## 10. Employment law

UEFA may employ a significant number of employees and contract workers to assist in the organisation of UEFA EURO 2016. UEFA must understand any financial obligations in respect of such employees and contract workers in addition to salaries (e.g. pension, health insurance and social security contributions) under the laws of the host country. In addition, as most of these employees and contract workers will no longer be needed following the completion of UEFA EURO 2016, UEFA must understand the procedure by which the employment of such employees and contract workers may be terminated and UEFA's financial and other obligations in respect thereof under the laws of the host country. Such procedure and obligations must be expeditious, efficient and fair.

## 11. Foreign exchange

No restriction should exist in the host country on the import or export of money of any currency by any person including, without limitation, designated persons and such transactions must not be subject to any withholding tax, tariff or other deduction. Similarly, foreign exchange transactions in the host country involving any currency must occur at market rates and must not be subject to any restriction or to any withholding tax, tariff or other deduction.

In the selection procedure, the relevant authorities in bidders' countries are requested to provide a written guarantee with respect to foreign exchange transactions and the free import and export of money.

## 12. Anti-Doping laws

In order to ensure that UEFA may pursue its anti-doping agenda, it must be able to apply directly the UEFA doping regulations (as amended, supplemented or replaced from time to time) in the host country and any anti-doping laws in the host country must be consistent with such application.



## 13. Taxation

### Tax system

UEFA must have a full understanding of the tax system in the host country (direct and indirect taxes) and of how that system and the various taxes levied in the host country at national and local levels will affect the organisation and staging of UEFA EURO 2016 and the related revenues. UEFA requires that the information provided by any bidder concerning the taxation system in the host country is confirmed in writing by a firm of accountants of international standing that practises in that country.

### Tax exemptions

The organisation and operation of UEFA EURO 2016 will require a large number of foreign nationals to work in the host country, including UEFA employees, officials and appointees, the participating teams, accredited members of the media and other designated persons. Such people may receive payments in connection with the work, activities or services they perform in the host country in relation to UEFA EURO 2016, including, but not limited to, salaries, bonuses, reimbursement of expenses and daily allowances. Designated persons (other than those who are already permanent residents of the host country for tax purposes before their involvement in UEFA EURO 2016) must not be subject to taxation in the host country in relation to such payments.

UEFA will operate alongside the local organising company in the host country in order to assist with the organisation and operation of UEFA EURO 2016. Regardless of the organisational model, UEFA will not be liable to taxation on its income, turnover or capital or to any corporation or other similar tax (including but not limited to any withholding tax) in the host country as a result of the staging of UEFA EURO 2016 or its related operations. In particular, revenues generated by UEFA in any country, including, but not limited to, any consideration, whether cash or value-in-kind, to be paid to UEFA in connection with the sale of UEFA EURO 2016 media, marketing and other commercial rights, will not be subject to any tax, withholding or other deduction in the host country at any level.

Under the assumed organisational model, UEFA may have its own legal entity, establishments, offices and/or representatives in the host country. All such facilities will be exempt from all income, capital, turnover, corporation or similar taxes in the host country and its revenues should not be subject to any withholding or other deduction in the host country. In addition, any value-in-kind received or to be received by UEFA which is transferred to or received by the local organising company or any UEFA facility in the host country will not be subject to any VAT, sales tax, automotive tax or any other tax, withholding or deduction in the host country at any level.

The local organising company and/or the UEFA facilities may wish, or become liable, to pay certain amounts to UEFA by way of royalties, service fees, management fees, dividends, distributions on winding-up or other distributions. Such payments will not be subject to any tax, withholding or other deduction in the host country at any level.

Each bidder must provide the following guarantees from each of the relevant governments in the host country and each of their relevant departments and agencies:

1. confirming the tax treatment as described in this document;
2. granting all and any necessary tax exemptions for UEFA, UEFA facilities, the local organising company and any designated persons, and
3. implementing expedited processes and procedures as described below.

### Expedited processes

The government departments and agencies in the host country that are responsible for administering relevant taxes must establish expedited processes in respect of their dealings with UEFA, UEFA facilities, the local organising company and any designated persons. As part of these expedited processes, such government departments and agencies must appoint a dedicated team of specialists



to administer applications, inquiries, payments and refunds by or to UEFA, UEFA facilities, the local organising company and any designated persons.

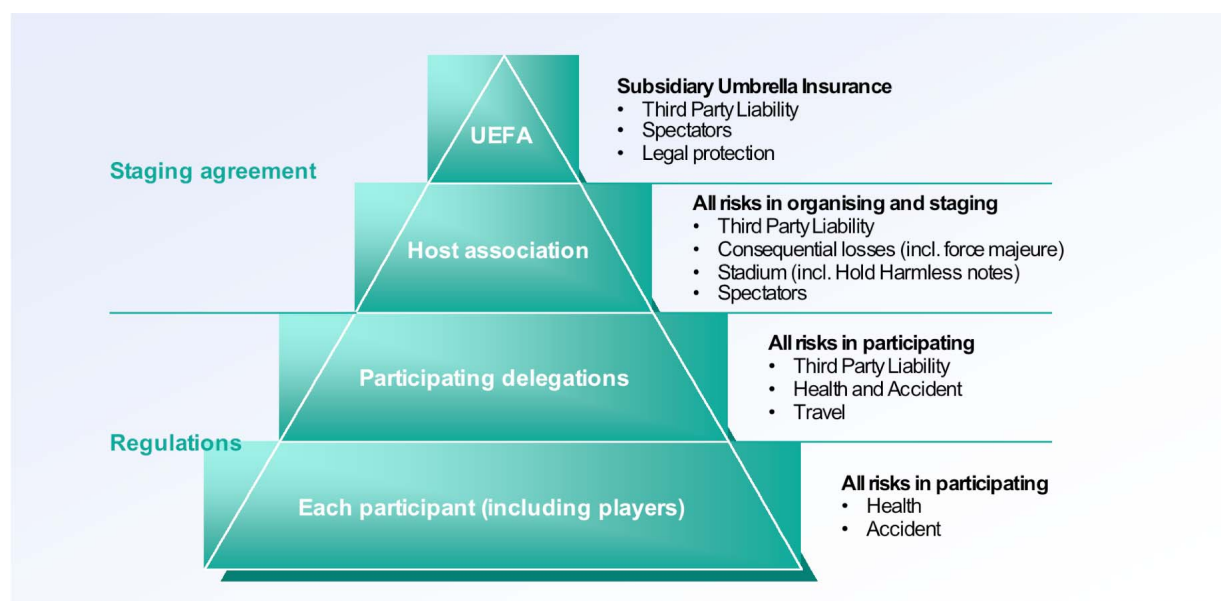
### Taxes on goods and services (VAT)

UEFA requires that VAT and any other taxes on goods and services in the host country are reduced to a minimum, that there is no double taxation and that taxes paid may be reclaimed by UEFA, UEFA facilities, the local organising company and any designated persons. The bidder must demonstrate the possibilities for UEFA, UEFA facilities, the local organising company and designated persons to be exempt from or to reduce and reclaim such taxes on goods and services (input and output) in the host country. Such possibilities should be confirmed in writing by a firm of accountants of international standing that practises in the host country.

## 14. Insurance

Based on the risk assessment (including the assessment of specific risks in the host country), all participants in UEFA EURO 2016 will insure their own risks and liability in respect of the tournament in accordance with the European pyramid of insurance cover:

**Figure 14.1** European pyramid of insurance cover



Everyone involved in the tournament is responsible for their own insurance cover. The participating national associations are responsible for adequately insuring their delegations.

The host association will conduct a comprehensive risk assessment of all the risks to people, objects, property, financial losses and all other risks associated with the tournament (see also *Sector 12: Safety and Security*).

The host association is solely responsible for obtaining from reputable insurers any insurance cover with respect to its responsibilities that is necessary under the laws of the host country and that is otherwise advisable or appropriate, based on the risk assessment.

In addition, the host association is responsible for obtaining comprehensive insurance cover for all official sites used for the tournament, including stadiums, facilities and official zones. It is also responsible for obtaining equivalent insurance cover for third parties involved in the tournament, such as stadium owners, tenants, service providers, private security firms, etc.



As it deems appropriate, UEFA will cover its risks within the limits of the duties, responsibilities and objectives of UEFA in connection with the tournament (umbrella insurance) as follows:

- third party liability claims against UEFA;
- pecuniary loss claims against UEFA;
- accidents involving UEFA staff, delegates and secondees;
- spectator claims against UEFA;
- loss or damage of UEFA objects;
- consequential damages claims against UEFA.

UEFA will coordinate, assess and approve the final insurance framework, which must be in place at least one year before the start of the tournament.

## 15. Staging Agreement

The appointment of the host association to stage UEFA EURO 2016 will be subject to the host association signing the staging agreement. This agreement sets out the principles of the organisation and hosting of UEFA EURO 2016 and its related events, the rights and obligations of the host association and of UEFA, as well as the duties of several entities providing support, among which the national authorities. In order to ensure a fair and transparent cooperation with all authorities, the government of the host country is requested to provide a written guarantee whereby it confirms having read and understood the terms of the staging agreement presented to them by the host association and undertakes to provide full support in respect of the terms of the staging agreement.





## Stadiums



DOCUMENT  
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SECTOR  
CONTENTS

## Sector 08: Stadiums

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## 1. Glossary

<b>availability period</b>	the period from four weeks prior to the commencement of UEFA EURO 2016 to seven days following the UEFA EURO 2016 event staged in the stadium concerned
<b>back-up power</b>	see emergency power
<b>back-up stadium</b>	a back-up or reserve stadium is a stadium that could replace one of the main tournament stadiums if, for example, the main stadium is not completed in time, does not meet the full UEFA EURO 2016 stadium requirements, etc. Such a decision could be taken at any time until approximately six months before the start of the tournament
<b>broadcast compound</b>	hub of broadcast operations at the venue, where core production and technical facilities (including television outside broadcast vans) are located
<b>business plan</b>	a formal statement of a set of business goals, the reasons why they are believed attainable and the plan for reaching those goals
<b>camera position</b>	position, usually a platform, for a television camera to cover the match
<b>CCTV system</b>	closed circuit television system for camera surveillance of spectators
<b>CCR</b>	commentary control room, the hub for connecting all commentary circuits to the telecom network and to the broadcasters' own operational areas within the stadium
<b>client's brief</b>	see programme of client requirements
<b>commentary positions</b>	area housing television and radio commentators, in which each position consists of one desk large enough to accommodate three people (seated) and associated equipment
<b>commercial display</b>	area within the outer security zone where commercial partners can display their products and entertain spectators with certain activities
<b>concourse</b>	spectator circulation area within the stadium
<b>corporate hospitality</b>	hospitality programme with packages on general sale
<b>c-value</b>	the quality of the sightline of a spectator expressed in millimetres; for details of how to calculate the c-value please refer to figure 3.5
<b>disabled facilities</b>	all necessary facilities for spectators with all forms of disabilities (impaired mobility, hearing or vision)
<b>domestic power</b>	power, generally from one single source, grid or generator, used to feed various consumers and areas except live television activities
<b>emergency power</b>	power source available in case of grid failure, generally produced by a fuel or gas generator
<b>ENG crew</b>	electronic news gathering crew, a TV crew consisting of two people (one journalist and one cameraman, operating an ENG camera).
<b>event overlay</b>	set of temporary arrangements in and around the stadium designed to meet the UEFA EURO 2016 stadium requirements, such as the creation of the outer security zone, broadcast compound, hospitality village, parking, etc. See also stadium overview map



<b>exclusivity period</b>	the period from two weeks prior to the commencement of UEFA EURO 2016 to one day following the last UEFA EURO 2016 match staged in the stadium concerned
<b>feasibility study</b>	a preliminary study undertaken to determine and document a project's technical and financial viability
<b>feed</b>	signal transmission of a television or radio programme from a specific source to a UEFA broadcast partner
<b>flash interview positions</b>	area between the pitch and the dressing rooms where live television and radio interviews can be conducted
<b>flush water</b>	non-drinking, but clean water, that can be used for toilet flush or watering
<b>fresh water</b>	clean and certified drinking water
<b>functional requirements</b>	requirements describing how a specific area of the stadium must function, including in relation to other areas
<b>grease separator</b>	unit that separates water and grease. These units are mandatory in the kitchen to avoid blocking waste water pipes with grease
<b>hospitality village</b>	area generally outside the stadium, but within the outer security zone, where hospitality tents for the UEFA Club and corporate hospitality are installed
<b>inner security zone</b>	secure zone between the stadium turnstiles and the vomitory heads
<b>media rights observers' seats</b>	seats allocated to the observers of media rights holders
<b>media stand</b>	dedicated central area of the main stand, with easy access to the press conference room, media working area and mixed zone, where the press positions, commentary positions and media rights observers are located
<b>mixed zone</b>	large space between the teams' dressing rooms and the team buses, in which media representatives can interview players as they leave the stadium after the match
<b>net stadium capacity</b>	total number of seats which are available for sale or complimentary use and without any viewing obstructions
<b>OB van</b>	outside broadcast van, a vehicle of variable size from a van to a truck with built-in video and audio equipment
<b>OB van area</b>	outside broadcast van area, see broadcast compound
<b>outer security zone</b>	secure zone around the stadium, serving as the first ticket checkpoint; the area within this zone is under UEFA's exclusive control throughout the relevant exclusivity period
<b>PA system</b>	public address system, designed to convey spoken messages to all areas of the stadium. It is the main means of communication between management and spectators and overrides all other sound systems
<b>pitch</b>	secure area comprising the field of play and auxiliary space surrounding it
<b>press positions</b>	seated area for the written press consisting of seats with and without desks
<b>programme of client requirements</b>	comprehensive description of all client requirements with regard to the functioning and performance of the stadium
<b>public catering facilities</b>	facilities for the preparation and sale of food and beverages to general ticket holders, usually located on the concourses



<b>safe capacity</b>	safe capacity is whichever is lower: the actual capacity of the spectator accommodation or the number of spectators who can safely use the entrances, exits or emergency exits within a period prescribed by the local authorities
<b>safety certificate</b>	certificate issued by the relevant authorities declaring that the stadium complies with all relevant local building, fire and safety legislation
<b>satellite farm</b>	area at the IBC dedicated to parabolic satellite dishes
<b>sightline</b>	the ability of a spectator to see a predetermined focal point (on the pitch) over the top of the head of the spectators immediately in front
<b>skybox</b>	private area consisting of a fully furnished room with a view of the pitch and a private terrace with seats to watch the match
<b>sound system</b>	entertainment system in addition to or integrated with the PA system, which can play high-quality music as well as spoken messages
<b>spatial requirements</b>	requirements that describe the size or dimensions of a room or area
<b>stadium control room</b>	room for matchday safety and security management which has an overall view of the inside of the stadium and which must be equipped with public address system facilities, access control counting systems as well as CCTV screens
<b>stadium level map</b>	floor plan of the stadium in a prescribed UEFA format, indicating the key spaces and functions on that floor level
<b>SMC</b>	stadium media centre; the working area for written press and photographers, including auxiliary facilities such as catering, lockers and sanitary facilities
<b>stadium overview map</b>	map of the stadium and its surroundings, including at least the entire outer security zone and, preferably, all relevant parking areas, in a prescribed UEFA format
<b>stadium surroundings</b>	area within the outer security zone except the stadium and a 10m radius around it
<b>team ticket point</b>	ticket collection point for the supporters of each of the teams playing in the respective match, located within walking distance of the stadium in an attractive central part of the host city
<b>technical area</b>	secure area covering the pitch and the technical rooms
<b>technical power</b>	power used exclusively for television/media activities, produced by at least two generators running in parallel
<b>technical requirements</b>	requirements describing the technical performance of a room, area or technical installation
<b>technical rooms</b>	all (dressing) rooms for players, officials, technical and medical staff
<b>television compound</b>	see OB van area
<b>television studio</b>	soundproof room for the use of television during football matches
<b>UEFA Club</b>	hospitality programme for the guests of the tournament sponsors
<b>viewing distance</b>	distance from any spectator to the furthest point of reference on the field of play (furthest corner flag)
<b>VIP seats</b>	upholstered seats, generally of higher quality than the regular seats in the stadium, centrally located in the main stand
<b>vomitory</b>	access route built into the gradient of the stand which directly links spectator seats to concourses and/or routes for ingress, egress or evacuation



**waste water**

dirty water from toilets or kitchens

**welfare facilities**

facilities provided for the welfare of the spectators, such as sanitary, first aid and public catering facilities





## 2. Introduction to stadium requirements

### Aim and ambition level for the UEFA EURO 2016 stadiums

Considering the importance and huge impact of UEFA EURO 2016, it is UEFA's aim that the tournament will be played in state-of-the-art stadium facilities, which:

- provide a safe, secure and comfortable environment for all spectators, participants, VIPs, sponsors, media, staff and other target groups;
- provide compelling visitor experiences to all target groups in the stadiums;
- help to provide a compelling experience for television viewers around the globe;
- help to maximise income from hosting the tournament;
- significantly contribute to a positive image of UEFA and UEFA EURO 2016 in particular;
- create an enduring legacy after the tournament for the host country.

### Introduction to the UEFA EURO 2016 stadium requirements

This sector outlines the main minimum requirements for stadiums hosting UEFA EURO 2016 matches. These requirements are applicable to UEFA EURO 2016 only and incorporate all other UEFA requirements, such as the UEFA Stadium Infrastructure Regulations (Edition 2006). The sector is structured as follows:

1. glossary of terms used in this sector;
2. introduction;
3. a description of the spatial, functional and technical requirements (qualitative requirements) that all stadiums proposed for UEFA EURO 2016 must meet;
4. a description of the legal requirements related to the stadiums, which all stadiums proposed for UEFA EURO 2016 must meet;
5. a description of the requirements related to the status of the various stadium projects, which all new stadium construction or major refurbishment projects proposed for UEFA EURO 2016 must meet;
6. list of forms and figures;

Furthermore, the following two appendices are reference parts of the *Sector 08: Stadiums* of the *UEFA EURO 2016 Tournament Requirements*:

1. Host Broadcasting
2. Technical Specifications

*Sector 08: Stadiums* of the *UEFA EURO 2016 Bid Dossier Template* provides the exact list of questions to which all bidders must respond. The template contains specific instructions, questions, tables, plans, layouts, etc. which the bidders must fill in.



## Number and capacity of stadiums required

Each bidder must propose a total of nine stadiums that meet the following minimum net capacity requirements:

### Form 2.1 Net capacity requirements of stadiums

Number of stadiums	Type of match	Minimum net capacity
2 stadiums	Final, home team matches, including the opening match	At least 50,000 (preferably one of which with 60,000)
3 stadiums	Quarter-finals, semi-finals	40,000
4 stadiums	Group matches Round of 16 matches	30,000

In addition, bidders may propose up to a maximum of three further stadiums, to be considered as back-up venues. If a back-up venue replaces one of the nine main stadiums, the capacity of the back-up stadium must be at least the same as the capacity of the stadium it replaces.

If a stadium hosts matches in different stages of the competition (e.g. group matches and a quarter-final), as a general rule the full stadium capacity must apply to all matches. Any exception to this requirement must be discussed with and approved by UEFA.

A detailed definition of how to calculate the net capacity of a stadium can be found below.

A reduction in seating capacity from gross to net of more than 10% is not allowed. Newly built stadiums must be designed in such a way that the reduction in seats is kept to an absolute minimum.

## Categories of stadiums to be proposed

Three categories of stadiums can be proposed for UEFA EURO 2016:

- *Category 1*  
existing stadiums that are already being used for other UEFA competitions (such as the UEFA Champions League) and which only require minor modifications in order to meet the UEFA EURO 2016 requirements;
- *Category 2*  
existing stadiums which need major renovation and upgrading in order to meet UEFA EURO 2016 requirements;
- *Category 3*  
new stadiums, to be developed and ready in time for UEFA EURO 2016.

For stadiums proposed in categories 2 and 3, additional information must be submitted with regard to the current status of these projects at the time the bid dossier is submitted.



## Net capacity calculation

The net capacity of a stadium is calculated as follows:

### Form 2.2 Net capacity calculation

	minus:	number of seats left
<b>Gross capacity*</b>		0
Any seats with a c-value below 90mm	0	0
Any seats with a viewing distance to the far corner of the pitch above 190m	0	0
Any seats which have or which may cause a view obstruction (e.g. caused by a television camera, substitutes' benches, photographers, security, etc.)	0	0
Seats located in front of television cameras or television studios where a person waving a flag could interfere with the picture through the glass of the television studio	0	0
Seats located too low to have an unobstructed view of the pitch over the 900mm high advertising boards (4m from touchline and 5m from goal line)	0	0
Seats with an obstructed view due to barriers, railings or vomitory walls, especially on upper tiers	0	0
Seats with an obstructed view caused by barriers or low fences (for evacuation or segregation purposes)	0	0
Seats with an obstructed view or affected by the installation of giant screens	0	0
Seats located around each camera position***	0	0
press positions , with and without desks***	0	0
Commentary positions and media rights observer seats (and seats at either side which have their view obstructed by the commentary positions)***	0	0
Seats in front of disabled viewing platforms which can also obstruct the view of disabled fans	0	0
<b>Net capacity**</b>		0
Including		
	VIP seats	0
	Skybox seats	0
	Disabled seats	0

\* Gross capacity = total number of seats in the stadium based on a centre-to-centre seating distance of 500mm for general spectators and 600mm for VIP and skybox seats;

\*\* Net capacity = total number of seats which are available for sale or complimentary use and fulfil the following requirements:

- spectators sitting in all seats can see the whole pitch taking into consideration the normal position of 900mm high advertising boards 4m from the touchline and 5m from the goal line;
- no view obstructions of any kind when sitting in the seat.

Net capacity must be >90% of gross capacity.

\*\*\* Based on UEFA EURO 2016 stadium requirements as described in this document.



It should be noted that the net capacity breakdown is indicative and that the final decision on which seats will be used or not will be taken in due course by UEFA, after the stadiums have been fully completed and the different areas allocated.

### Reference documents

The UEFA EURO 2016 requirements are based on a set of reference documents, most notably FIFA's *Football Stadiums: Technical recommendations and requirements* (4th edition) and the *Guide to Safety at Sports Grounds – the Green Guide –* (5th edition).

For specific details, reference to the following documents will be made, indicating paragraph and page number.

- ❖ FIFA, *Football Stadiums: Technical recommendations and requirements*, 4th edition, 2007
- ❖ FIFA, *Laws of the Game 2008/2009*, July 2008
- ❖ Football Licensing Authority, *Control Rooms, a good practice guide to the staffing, location, design and services for control rooms at sport grounds*
- ❖ FSIF, *Accessible Stadia, A good practice guide to the design of facilities to meet the needs of disabled spectators and other users*, 2003
- ❖ GB, Dep. for Culture, Media and Sport, *Guide to Safety at Sports Grounds* (the "Green Guide"), 5th edition, 2008
- ❖ Stefan Nixdorf, *Stadium Atlas, Technical Recommendations for Grandstands in Modern Stadiums*, 2007
- ❖ UEFA, *UEFA Stadium Infrastructure Regulations*, 2006 edition



### 3. Stadium requirements

#### Introduction

This section describes the spatial, functional and technical requirements of the stadiums to be used for UEFA EURO 2016. In line with FIFA's technical recommendations and requirements for football stadiums, the section contains 10 different areas to be considered.

Each chapter outlines the main requirements with regard to UEFA EURO 2016 stadiums only. For further details and good practice guidelines, we refer to the relevant section of the FIFA technical recommendations and requirements or, where specifically indicated, to other reference documents.

#### Planning considerations and decisions

*Important decisions need to be taken in advance regarding the location, accessibility, capacity, ambition level, future use, profitability and environmental impact of a stadium to ensure that the facility continues to meet the demands of a rapidly changing market. These should form the basis of the client's brief, which must be regarded as the guiding document for the development of the stadium.*

If newly built stadiums (category 3) or major stadium renovations (category 2) are being proposed by the bidders, the following key considerations must be taken into account when planning and designing these new facilities. For full details, refer to chapter 1 of the FIFA technical recommendations and requirements.

#### Stadium location

When selecting a stadium site, the availability of sufficient external space must be taken into account, first and foremost to ensure there is adequate space for safe circulation of all visitors, including emergency service vehicles, and secondly to accommodate all temporary facilities required for UEFA EURO 2016, such as the outside broadcast van area, hospitality village and parking facilities. For details of such requirements, refer to section on planning considerations and decisions in chapter 3.

#### Stadium transport and accessibility

In addition, the stadium should be well connected to public transport hubs, such as train, metro, tram and/or bus connections. Good access to main roads and motorways must be provided, including routes to the nearest airport, which must be within a two-hour drive of the stadium. At least three main roads from different directions should lead to the stadium. In particular, fan access from the fan zones to the stadium must be taken into account when planning stadiums and fan zones.

Crossovers between routes taken by the various target groups (VIPs, sponsors, media and fans) should be minimised at all times. Furthermore, crossovers between routes used by different modes of transport, in particular large groups of pedestrians and cars, must be avoided. Dedicated access routes for VIPs, media, players and officials, disabled fans and public transport must be considered.

#### Stadium layout, capacity and future use

The stadium bowl and roof design must take into consideration all environmental aspects linked to the growth of a first-class natural playing surface.

When planning the stadium capacity, the future use of the stadium must be taken into account, as well as the UEFA EURO 2016 stadium requirements.

When determining the spatial, functional and technical requirements of the stadium, the requirements for use of the stadium after UEFA EURO 2016 must be taken into account, as well as the UEFA EURO 2016 requirements. Whereas no more than six matches will be played in any stadium during the tournament, the stadiums will subsequently be used for a period of 30 to 50 years. UEFA encourages use of the stadiums by a core user as the venue for regular competition matches or other events, in



order to ensure they are used after UEFA EURO 2016. In addition to UEFA's requirements, those of the core user of the stadium must also be taken into account when planning the stadium.

Multipurpose use of the stadium for events other than football matches should also be considered, although this is probably not relevant in all situations. If any stadium is considering retaining or installing an athletics track, careful consideration needs to be given to the UEFA stadium requirements, which include net capacity calculation (impact of advertising boards), sightlines, viewing distances, etc.

Moreover, the specific requirements for UEFA EURO 2016 far exceed the normal requirements for domestic competition matches or even UEFA Champions League matches. Therefore, the future use of temporary facilities such as the hospitality village and the additional broadcast compound that is required must be considered. However, in this context it must be noted that the use of temporary spectator stands is not permitted by UEFA.

### Field of play orientation

Great care must be taken regarding the orientation of the field of play in relation to the sun and prevailing weather conditions. A north-south orientation of the field of play is considered ideal.

Provision must be made to accommodate the main television camera positions in the west stand (main stand) to avoid problems with the glare of the sun.

The orientation of the stadium and field of play must not deviate by more than 15° from the north-south axis.

### Environmental aspects

UEFA embraces the FIFA Green Goal programme to address environmental sustainability and expects the bidders to embrace this programme also.

The principal goals of this programme are reduced consumption of potable water, the avoidance and/or reduction of waste, the creation of a more efficient energy system and an increase in the use of public transport to UEFA events.

For further details, refer to *Sector: 5 Social Responsibility and Environment* and the FIFA document "Football Stadiums: Technical recommendations and requirements", pp. 32-34.

## Safety and security requirements

*The safety and security of all those using a football stadium must take priority over all other considerations in the design, planning, operation and management of a stadium.*

All stadiums must comply with the UEFA Safety and Security Regulations as well as with all standards and applicable legislation set by the relevant authorities in the host country.

### Structural/building safety

Building and safety standards and requirements vary from country to country but it is essential that, within the relevant framework, the most stringent safety standards are applied.

UEFA refers to the *Guide to Safety at Sports Grounds* (the "Green Guide") as a good practice reference document. All local standards must be met if they are more stringent than the *Green Guide*.

Prior to the tournament, a valid safety certificate issued by the relevant authorities must be submitted to UEFA. For details, see the chapter 4 on legal requirements.

### Fire safety

Fire safety must meet all current guidelines and standards issued by the local fire service and local authorities. Approval must be given by the necessary authorities at the design stage, with all final certificates to be issued upon completion.

Consideration should be given to employing specialists within the design team to look at the fire safety concept.



Fire safety is an integral part of the safety certificate to be issued by the local authorities prior to the tournament.

UEFA refers to the *Guide to Safety at Sports Grounds* (the “Green Guide”) as a good practice reference document with regard to fire safety.

#### **Maximum safe stadium capacity**

This relates to the maximum permitted capacity and the maximum times allowed for the entry, exit and emergency exit of spectators. It needs to be approved by the public authorities.

The safe capacity should be whichever is lower: either the capacity of the spectator accommodation or the number of spectators who can safely use the entrances, exits or emergency exits within the prescribed period. This period will vary according to the design and structure of the venue, in particular its level of fire resistance. Experience has shown that all spectators should reach a point of safety when exiting from the stadium within a maximum of eight minutes. The capacity should be reduced if either the physical condition of the venue or the safety management is inadequate.

The safe capacity of the stadium should be calculated by using a formula involving the number of turnstiles and a flow rate no greater than 660 persons per hour to each turnstile.

The permitted capacity of the venue as a whole and of each area within it should be recorded in the safety certificate.

#### **Outer security zone**

The outer security zone is a secure zone around the stadium, which serves as the first ticket checkpoint. The area within this zone falls under UEFA’s exclusive control throughout the relevant exclusivity period (as agreed with UEFA) and includes:

- all areas to be used by accredited members of the media in connection with UEFA EURO 2016 including, without limitation, media working rooms and the broadcast compound;
- commercial display areas for commercial partners;
- hospitality facilities for VIPs, commercial partners and UEFA’s official hospitality programme;
- any other facilities at or close to the stadium which are owned or controlled by the relevant stadium owner and/or operator;
- the exterior of the stadium extending to, and including, perimeter fences; and
- any other facilities that are required to comply with the clean site principle.

The outer security zone must be secured by a fence at least 2.4m high, taking into account dressing of the fence with 60% wind resistance or other forms of security barriers which are acceptable to and agreed with UEFA.

The outer security zone must be situated sufficiently far from the stadium to accommodate the above facilities and allow spectators and emergency vehicles to circulate safely at all times.

#### **Access, egress and evacuation concept**

During UEFA EURO 2016, an access strategy common to all stadiums must be provided, allowing safe, controlled access to the stadium in total security and with instant counting systems.

Egress and evacuation procedures must meet the UEFA requirement that all spectators should be able to exit the stadium and reach a safe location within a maximum of eight minutes.

At the outer security zone, a first (visual) ticket or accreditation check will take place and spectators will undergo an initial search before they proceed to the stadium entrances. The objective is to ensure that only people with the appropriate tickets or accreditation obtain access, that prohibited objects are removed and that congestion around the stadium entrances is prevented.

Areas set aside for searches will need to be designed so that they do not become overcrowded, particularly during the last few minutes before the start of the event. At all entry gates, it is necessary to

make provision for the safe storage of confiscated items and personal belongings (such as umbrellas) which are not permitted inside the stadium but which should be returned after the event.

A second security check will take place at the stadium turnstiles, ideally located in the stadium facade, after which the inner security zone starts. These controls are necessary to prevent unauthorised entry that could lead to the stadium (or more likely one sector) becoming overcrowded. The access control systems are positioned at the second security checkpoint.

An appropriate queuing system in front of each turnstile block must be provided to prevent overcrowding and congestion. Consideration should be given to the position of turnstiles in relation to crowd flows and queuing systems.

A third ticket check will take place at the vomitory head leading to the seated terrace. This is a cursory checkpoint, to be manned by stewards in order to ensure that individual blocks are not overcrowded.

An overview of the various entry checkpoints and types of security check is shown in the form below.

**Form 3.3** Access control strategy

Security checkpoint	Type of check	Type of entry	Other functions
Outer security zone	Visual ticket check	Gates	Search process
Inner security zone (stadium facade)	Electronic ticket check	Full height turnstiles	Optional 2nd search process
Vomitory head	Visual ticket check	(Not applicable)	Stewarding function

While the entry process may be spread over an hour or more, everyone would like to leave more or less at the same time. Therefore, the egress concept must take into account sufficient space both inside and outside the stadium to achieve a safe and comfortable exit for all spectators. All exit doors must open in the direction of egress routes to allow easy egress.

Evacuation routes must be clearly signposted throughout the stadium. As mentioned previously, stadium designers should ensure that all spectators can evacuate to a safe location within a maximum of eight minutes.

**Access control systems**

Each stadium must be equipped with an electronic ticket access system at all entrances, in order to assist with crowd management.

The access control system should comprise hardware and software including, but not limited to, turnstiles at each stadium entrance, dedicated electronic and data networks, a central processing unit with data storage capacity, monitoring units and data network interfaces, ensuring secure communication between the system, the internet and UEFA’s own data network, ticketing and seat allocation systems. The system should also comprise all necessary standard or custom-made software with the associated licences issued by the rights holders covering the original programs and any updates to the most recent and/or appropriate version.

The system should be flexible and expandable through the addition of temporary turnstiles, turnstiles for disabled spectators and hand-held devices used either for ticket verification or troubleshooting at entry gates.

The stadium owner must offer unrestricted use of the access control system for interfacing with UEFA’s network and software tools, in particular (but not limited to) ticketing and seat allocation systems, reporting and tournament information systems and possibly the accreditation system.

The electronic access control system should, as a minimum, use barcodes of several standards as well as RFID-enabled devices (radio-frequency identification). Near-field communication (NFC) capability is desirable. The identification technology ultimately selected by UEFA will be valid and identical across all stadiums.



All data generated by the electronic access control system, including but not limited to detailed log files of entrances and irregularities, statistics, ticket codes and attendance figures, is the sole property of UEFA. Such data must be delivered to UEFA free of charge, in non-proprietary and exploitable formats. Turnstiles at the entrances for general ticket holders should preferably be of full height. Turnstiles must be equipped with a mechanical and electronic pulse counting system, which should be independent of the ticketing system, to count the number of spectators admitted via that turnstile. This number needs to be relayed back to the stadium control room.

At least one turnstile must be provided for every 500-660 people in each stadium section in order that the stadium can be filled within one hour. All stadium sectors must have approximately the same ratio of turnstiles in order to avoid longer queues for certain sectors.

### **Segregation concept**

A flexible, risk-based segregation and compartment concept must be provided. Each sector must be self-contained in terms of welfare facilities, access, egress and evacuation. A flexible segregation system is recommended.

UEFA has decreed that all UEFA EURO 2016 matches should be played in fence-free stadiums. The stadium interior must therefore be free of any fences separating spectators. Only low barriers with a maximum height of 110mm may be used. Alternatively, segregation may be achieved through the use of fire-retardant netting to cover seats.

### **Pitch security**

The UEFA fence-free stadium concept is also applicable to the pitch security zone. There must therefore be no fences separating the spectators from the pitch. This also includes safety nets. Only low barriers with a maximum height of 110mm may be used.

In order to ensure that players and others on or around the pitch area are protected from invasion by spectators, the preferred solution is the use of stewards or security staff.

### **Stadium control room**

Each stadium must have a state-of-the-art control room with an overall view of the inside of the stadium and equipped with public address system facilities, access control counting systems as well as CCTV screens.

The size, configuration and furnishing of the control room should be based on current best practice.

The joint control room must provide space for both stadium safety and security management as well as emergency services staff, without any partitions.

A separate meeting room measuring at least 20m<sup>2</sup> must be provided, directly connected to the control room. Ideally, the stadium control room should be fully self-contained with its own welfare facilities.

For guidance, refer to *Control Rooms, a good practice guide to the staffing, location, design and services for control rooms at sports grounds*.

### **CCTV surveillance**

Each stadium must be equipped with internal and external public surveillance television cameras which are mounted in fixed positions. These cameras will monitor all the stadium approaches and all public areas inside and outside the stadium.

The best possible CCTV system must be provided, including:

- a digital system;
- full colour cameras;
- remote pan, tilt and zoom cameras;
- all cameras capable of taking still photographs and digital recording.

The following areas must be fully covered by the CCTV system:

- outer security zone;



- inner security zone:
  - all turnstiles and stadium entrances;
  - all public concourses;
  - all seating areas.

### **Public address and evacuation systems**

Each stadium must be equipped with a certified, state-of-the-art public address system capable of communicating with all spectators inside and outside the stadium, covering all toilets, concourses (including gates) and terraces.

The system should be zoned to cover all areas inside and outside the stadium and override all other sound and entertainment systems.

For sound and entertainment systems, refer to the technical requirements section in chapter 3.

### **Emergency power supply**

An emergency power supply must be provided, sufficient at the very least to enable emergency lighting, the public address system, access control systems (including data storage), the CCTV system and all other life safety systems to function normally for at least three hours.

If the emergency power supply is capable of supplying all the power needed for the stadium to function for a minimum of three hours, it may be possible to continue the event, provided the event is scheduled to finish and the stadium will be clear of spectators within this period, and as long as no other emergency exists.

The emergency power supply must therefore also be provided with additional back-up power.

### **Communication systems**

Professional advice and expertise needs to be sought regarding the provision of management and emergency services personnel communication systems. A logging system must be provided to record all incidents at each event.

For good practice, refer to the *Green Guide*.

## **Stadium site requirements**

*The stadium site must be designed to accommodate sufficient parking, high-class hospitality facilities, commercial displays and media operations.*

### **Parking**

Sufficient parking space for cars and buses must be available at each stadium both inside or directly adjacent to the stadium as well as in close proximity to the stadium, in agreement with UEFA.

Parking areas will be allocated to the following target groups:

- teams;
- team guests;
- team supporters;
- VIPs;
- sponsors;
- corporate guests;
- organisational staff;
- media;
- disabled visitors.





The teams require the following number of parking spaces in a secure area directly adjacent to or inside the stadium:

- 4 cars;
- 2 minivans;
- 2 buses.

The minimum parking requirements at each stadium for the other target groups are shown in the form below. Parking spaces must be designed on the basis of a minimum gross space requirement of 25m<sup>2</sup> per car and 75m<sup>2</sup> per bus, preferably with a tarmac surface (or at least a gravel surface), and with sufficient lighting and lining.

**Form 3.4** Overview of parking requirements

Target group	No. of parking areas	Group matches bus (van) parking	Group matches car parking	Opening match and knock-out matches bus (van) parking	Opening match and knock-out matches car parking	Final bus (van) parking	Final car parking	Parking location
Team guests	1	2	30	2	40	4	60	Secure and very close to stadium
Team supporters	2	200	-	250	-	400	-	Less than 20 mins walking distance
VIPs	1	4	150	6	200	8	250	Very close to main stand
Sponsors	2	55	425	70	450	90	500	Very close to stadium
Corporate guests	2	40	375	50	750	75	1,250	Less than 20 mins walking distance
Organisational staff	1	4/5	60	5/10	80	10/20	80	Close to stadium
Media	1	10	350	10	350	10	400	Close to stadium and SMC
Disabled visitors	1	-	100	-	125	-	200	Very close to stadium

When planning parking spaces inside or underneath the stadium, it should be remembered that, for security reasons, it is possible that only a few of these spaces will be usable. The number of spaces that can actually be used depends on a number of factors, such as the local security policy for screening cars, the number of entrances and the target groups. Therefore, sufficient alternative spaces directly adjacent to the stadium must be offered.

In addition to parking spaces, the following drop-off facilities must be provided:

- 500m<sup>2</sup> VIP car drop-off point at the main entrance;
- an area for convoys containing state-protected people, directly at the main entrance:
  - 30 vehicles (group matches);
  - 60 vehicles (all knock-out matches);

- 100 vehicles (final).

### **Hospitality village for UEFA Club and corporate hospitality programme**

If the stadium itself does not have sufficient space to cope with the large hospitality requirements of UEFA EURO 2016, these facilities may be provided outside the stadium but within the outer security zone.

These temporary structures, known as the hospitality village, should be erected as close as possible to the stadium and must be separately fenced off. It can be on either side of the stadium and have easy and direct access to the gates.

The hospitality village should be built on a single piece of flat ground with a reinforced surface for the erection of temporary facilities, free of any legal and physical constraints (such as trees, buildings, etc.). The amount of floor space required for the hospitality village can be found in 0.

The site must be capable of accommodating access and parking for 43-tonne trucks and it must be possible to drill into the surface of the hospitality village to a depth of 2m in all areas. Sufficient drainage must be provided in case of rain.

In addition, there must be direct and easy access to the parking facilities for the various target groups.

All temporary hospitality structures will be air-conditioned, reasonably soundproof, equipped with a heating system and wind resistant to 120km/h.

All hospitality facilities (including parking areas, and accesses from parking to hospitality facilities, and from hospitality to stadium) must conform to the clean site principle.

### **Broadcast compound**

The broadcast compound is the hub of broadcast operations at the venue. It is the area where both the host broadcast staff and rights-holding broadcasters park their outside broadcast vehicles and house their technical and production operations.

The compound must be located adjacent to the stadium, on the side of the main stand, and should be no more than 400m from this stand. It must be located within the outer security zone and must have an unobstructed view of the southern horizon for satellite link vehicles. The compound must be secure, fully lit and fully fenced with a minimum fence height of 2.2m.

The area provided must have a clear, dust-free, solid, flat, even surface, capable of accommodating access and parking for 43-tonne trucks.

It must be possible to drill into the surface of the broadcast compound to a depth of 2m in all areas. Sufficient drainage must be provided in case of rain, as well as (temporary) sanitary facilities (20 toilets).

Provision must be made for the following facilities within the broadcast compound:

- television House, a single-storey building measuring 47.5m x 6.0m;
- a storage area measuring 90-130m<sup>2</sup> for up to nine containers (2.5m x 6.0m).

The required size of the broadcast compound is shown in the form below.

Finally, stadiums must provide or construct the necessary cabling infrastructure (e.g. cable bridges, trenches) to safely install all broadcaster cables needed to connect the compound to the stadium.

For full details regarding the design and operation of broadcast compounds and cabling pathways, refer to the *Host Broadcasting Annexe*.



**Form 3.5** Broadcast compound requirements

Type of match	Broadcast compound size (m <sup>2</sup> )
Opening match	7,000
Group matches	6,000
Round of 16	7,000
Quarter-finals	7,000
Semi-finals	7,000
Final	7,000

Technical power supply will be provided by UEFA and generators will be placed in the broadcast compound.

**Commercial display**

Each stadium must have a minimum of 1,000m<sup>2</sup> inside the outer security zone that can be made available to commercial partners wishing to display their products and entertain spectators with interactive activities. For this reason, power (20kVA) must be available.

Sufficient time and access must be available for commercial partners to install, test and dismantle their activities.

**Pitch requirements**

*The pitch area is the focal point for players, officials, spectators and television audiences. Fundamental decisions must be taken about the pitch area, from the type of grass to the best way of ensuring that players can perform without disruption from spectators.*

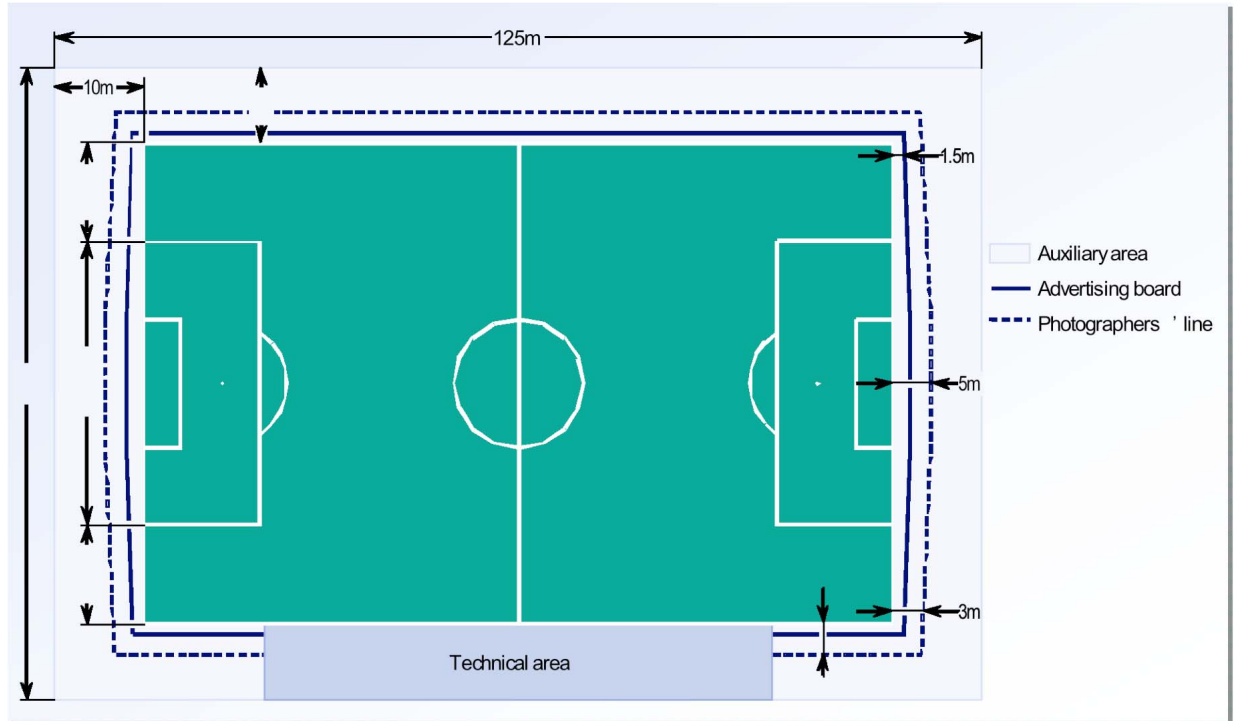
**Dimensions**

For all matches played during UEFA EURO 2016, the pitch (field of play) must have the same standard dimensions of 105m x 68m.

Each pitch must have a gap between the field of play and the edge of the spectator seating area measuring at least 7.5m, but preferably 10m, behind each goal and at least 6m, but preferably 8.5m, along the touchlines. This space is needed among other things for the substitutes' benches, camera positions, microphones, photographers and advertising boards. This results in a minimum overall available area of 120m x 80m and a preferred overall area of 125m x 85m. For details, refer to the diagram below.

During UEFA EURO 2016, advertising boards with a height of 900mm will be used. The prescribed position of these boards is 4m from the touchline and 5m from the goal line.

**Figure 3.1** Pitch dimensions



**Surface quality, repair and maintenance programme and equipment**

Each stadium must have a natural grass pitch that is absolutely smooth and level.

To ensure that the playing surfaces at the stadiums are of the highest quality and are suitable for a first-class international football event such as UEFA EURO 2016, the owner of each stadium must ensure that no events other than football matches take place on the relevant stadium's playing surface during the two months prior to the commencement of UEFA EURO 2016 and that no events, including football matches, take place on the relevant stadium's playing surface during the month immediately preceding the commencement of UEFA EURO 2016.

Six months prior to the start of the tournament, local organising company must submit a detailed maintenance programme for each of the stadiums to be used during UEFA EURO 2016. As part of this maintenance programme, 200m<sup>2</sup> of reserve turf of the same quality and composition must be provided in the vicinity of the stadium for re-turfing purposes.

All relevant maintenance equipment must be provided by the host stadium.

UEFA reserve the right to provide further instructions with regard to the quality of the playing surface at the host stadium.

**Irrigation, drainage, heating**

A proper underground and surface drainage system must be installed for each pitch. In addition, every pitch must have a proper irrigation (sprinkler) system that covers all areas of the pitch.

Undersoil heating is recommended for all pitches, although it will not be used during UEFA EURO 2016 due to the time of the year.

**Substitutes' benches and bench for UEFA officials**

Benches covered by Plexiglas and with a minimum height of 1.6m must be provided above ground level along the touchlines for:



- the substitutes, technicians and officials of each team (each bench accommodating at least 23 people); and
- UEFA officials supervising the match (bench accommodating at least five people), which should be between the two team benches.

Two stretchers and supporting medical crews must be provided close to the UEFA officials on the main touchline.

For details regarding the technical area, refer to the *Laws of the Game*.

### Access

In the interest of the safety of the players, match officials and other officials, each stadium must provide unhindered, protected access to the edge of the pitch from the dressing room area (e.g. by means of a telescopic tunnel). This protected access must be at least 4m wide.

### Covering system

For the opening match and final ceremonies, a covering system must be available to cover the entire pitch.

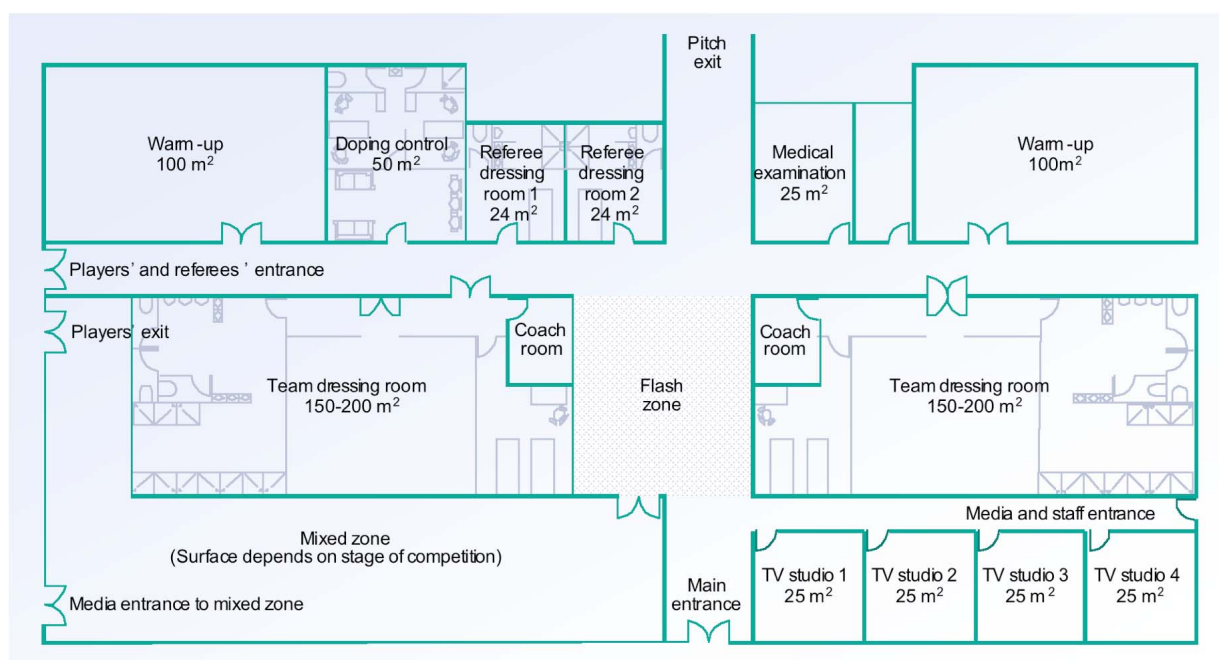
### Players and match officials' requirements (technical rooms)

*Modern stadiums should provide spacious and high-quality dressing rooms and other facilities to ensure that players and match officials can carry out their activities in comfort and safety.*

Each stadium must have the following technical rooms in the main dressing room area of the main stand, with direct, covered access to the pitch. All areas must be properly ventilated with fresh air, heated and air-conditioned. In addition, the technical area must be fully secure to prevent entry by unauthorised people.

The functional relationship between the various technical rooms is schematically depicted below.

**Figure 3.2** Layout of technical rooms area





The layout of the technical area should be properly coordinated to allow an efficient flow of players and officials in this area.

For full details, refer to *Football Stadiums: Technical recommendations and requirements*.

### **Arrival and parking of teams, referees and officials**

Dedicated and secure access to the technical area must be provided for teams, referees and officials. Ideally, a drop-off point inside the stadium will be available.

For team parking requirements, refer to stadium site requirements section in chapter 3.

### **Dressing rooms for teams**

Two dressing rooms measuring 150-200m<sup>2</sup> each, both of equal size, style and comfort, must be provided for the teams.

Each dressing room must contain:

- seating and lockers for 25 people;
- 2 massage tables and 1 regular table;
- 10 showers, 3 WCs, 3 urinals and 5 washbasins with mirror;
- power, television and IT connections;
- 1 refrigerator;
- clock, whiteboard and tactical demonstration boards.

Within each team dressing room area, separate areas must be provided for:

- a soundproof coaches' dressing room, with seating and locker facilities for 6 people and private toilet and shower facilities;
- a physio/equipment area.

### **Dressing rooms for referees**

Two dressing rooms measuring at least 24m<sup>2</sup> must be provided for the referees, containing:

- 1 urinal, 1 WC, 2 showers and 2 washbasins with mirror;
- 1 massage table;
- 1 table and 4 chairs;
- power, television and IT connections;
- 1 refrigerator;
- A bell warning system sounding in each of the team dressing rooms to alert the teams of the time to take to the pitch.

### **Warm-up areas**

Each team should ideally have an indoor warm-up area measuring 100m<sup>2</sup>.

### **Match delegates' room**

One match delegates' room measuring at least 16m<sup>2</sup> must be provided.

### **Medical examination room**

One medical examination room measuring at least 25m<sup>2</sup> must be provided for players and referees as close as possible to the teams' dressing rooms and with easy access to the outside entrance.

The medical examination room must be easily accessible for stretchers and have a water and power supply.

### **Doping control**

One doping control station measuring at least 50m<sup>2</sup> must be provided.

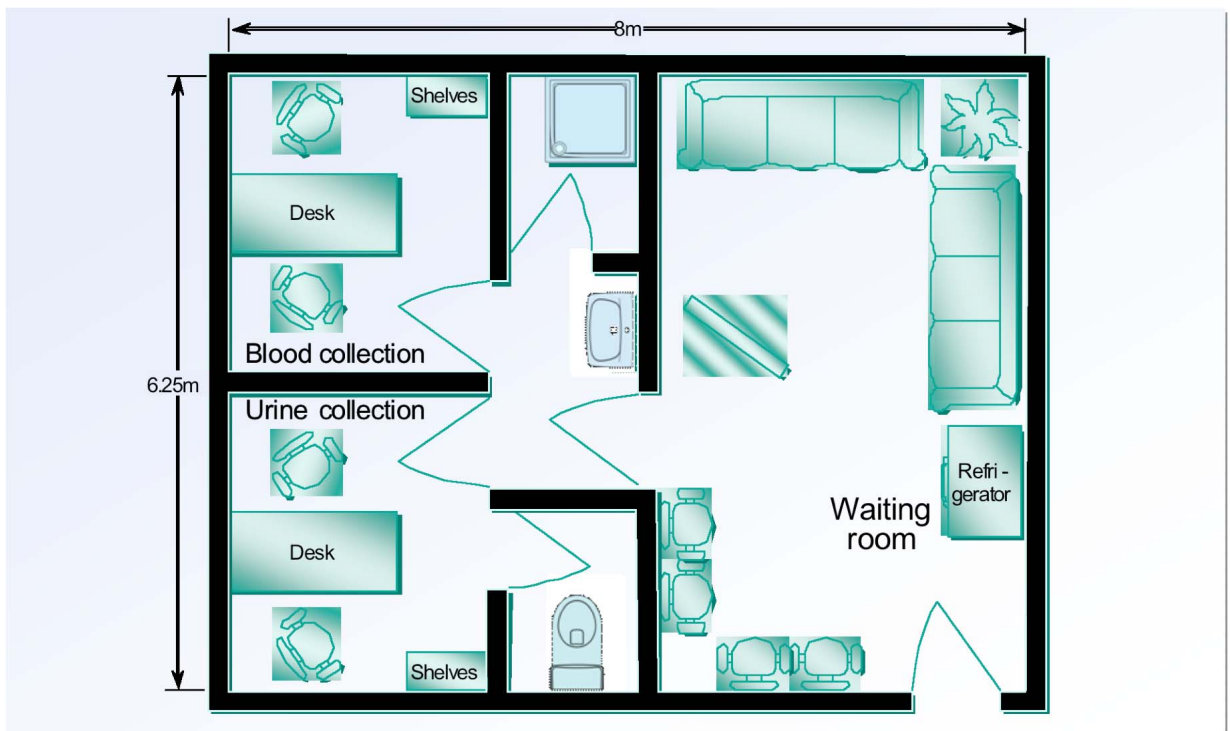


The doping control station must consist of the following separate rooms:

- testing area 1: urine;
- testing area 2: blood;
- waiting room;
- sanitary facilities with direct and private access from the room (1 shower and 1 toilet).

An example layout of the doping control station is shown below.

**Figure 3.3** Doping control station layout



The doping control station must be sufficiently lit and have the following facilities:

- 2 chairs and 1 desk in each testing area;
- 1 refrigerator;
- television connection;
- comfortable chairs in the waiting room.

## Spectator welfare facility requirements

*Modern football stadiums should be designed in such a way that all spectators are safe and comfortable, have a perfect view of the pitch and have easy access to quality welfare facilities, in order to provide a first-class matchday experience.*

### General comfort standards

Over the years, stadiums have improved significantly in terms of the level of comfort that they provide for spectators. These improvements have been for all target groups, from general spectators to VIPs, including all disabled groups. UEFA requires this to continue, so stadiums should be built with high-quality welfare facilities for all, including toilets, catering, seating and viewing, space, etc.

Stadiums should be designed with a flexible approach in order to accommodate future technologies and construction techniques.

### Roofing

All stadium seats must be covered by a roof in order to protect all spectators from weather conditions such as rain, snow, sun, etc.

When designing the roof structure, the implications for the growth of a healthy, high-quality pitch should be taken into account. In addition, the shading effect of the roof structure on the pitch will have implications for television coverage. Last but not least, roof access is required for maintenance, rigging and signage purposes.

### Seating

Seating arrangements at each stadium must comply with UEFA's Safety and Security Regulations.

As a result:

- all spectators at each UEFA EURO 2016 match must have an assigned seat;
- no non-seated spectators will be permitted;
- no provisional or temporary seating installations will be permitted;
- all seats must be individual, preferably riser-fixed, comfortably shaped with backrests with a minimum height of 30cm, unbreakable, UV-protected and certified by the relevant local authorities with regard to the fire strategy;
- all seats and rows should be numbered in a way that makes them clearly, easily and immediately identifiable;
- tip-up seats are recommended to allow easier movement of spectators between rows;
- careful consideration should be given to the number of seats in a row for even distribution to exits and vomitories.

The following seat widths and terrace tread depths must be applied.

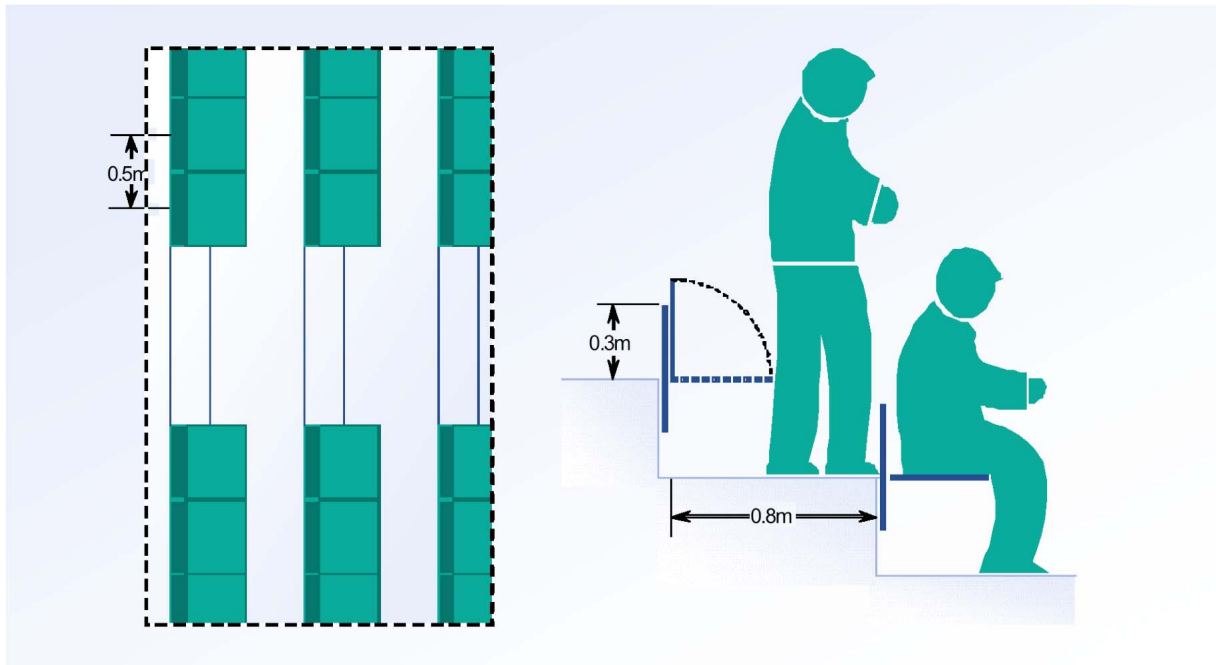
**Form 3.6** Seating requirements

Seating category	Tread depth (mm)	Centre-to-centre seat width (mm)
VIP seats	1,000	600
Skybox seats	1,000	600
Regular seats	800	500

The layout and cross section of a stand with regular seats are shown in the diagram below.



**Figure 3.4** Layout and cross section of seating requirements (regular seats)



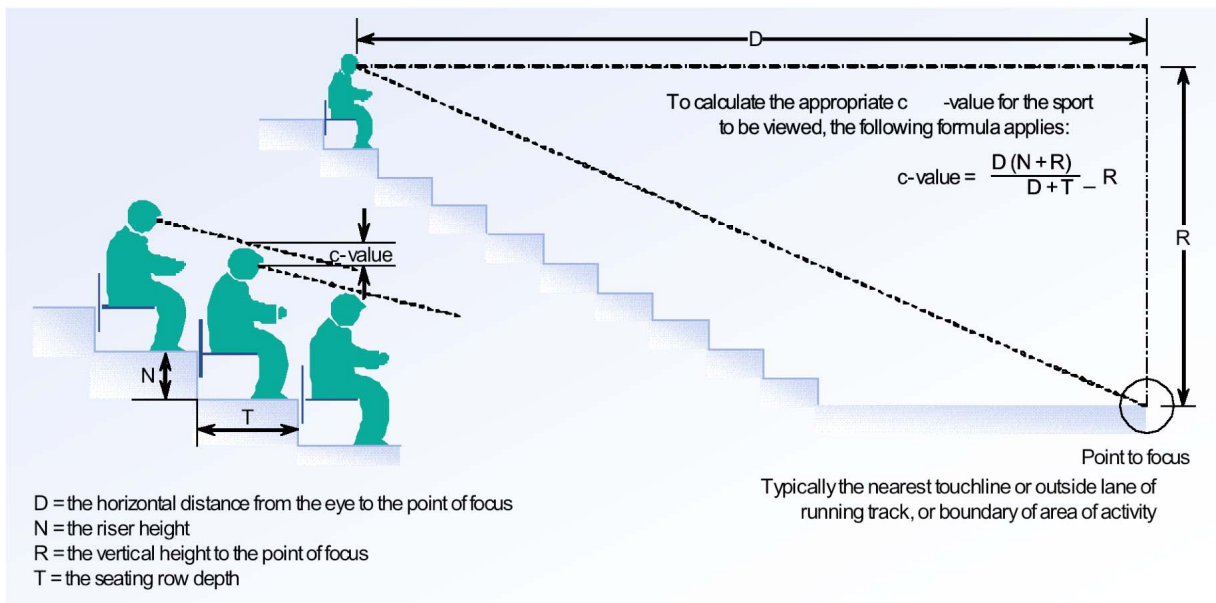
### Sightlines (c-values) and viewing distances

All seats must have an unobstructed view, not hindered by columns, barriers, railings, etc.

Consideration should be given to adopting a policy whereby no seats have a viewing distance of more than 190m and a c-value of less than 90mm. Obstructed view seats, seats with a c-value of less than 90mm or with a viewing distance to the far corner of the pitch of more than 190m cannot be included in the net capacity.

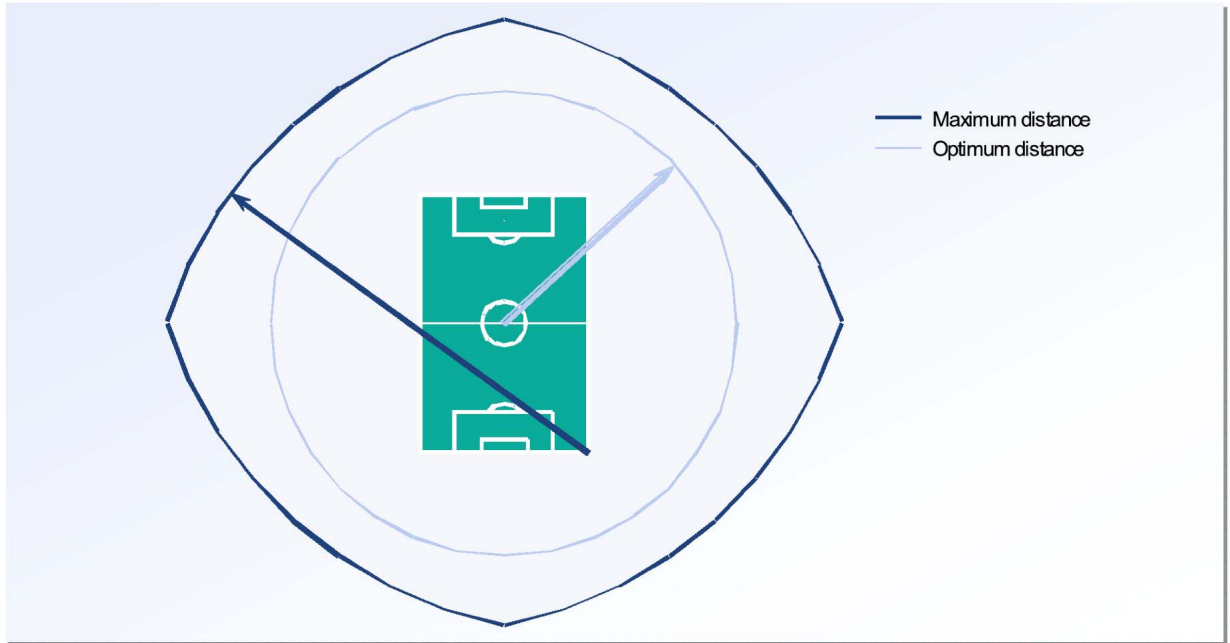
The formula for calculating sightlines (c-values) is shown in the diagram below.

**Figure 3.5** Sightlines (c-values) for seated spectators



The figure below shows the maximum viewing distance.

**Figure 3.6** Viewing distances



### Concourses

Stadium concourses must provide sufficient space in order to:

- safely evacuate the stadium in case of an emergency;
- ensure a smooth flow of people before, during and after an event;
- ensure that visitors can comfortably reach welfare facilities, particularly when spectator activity is at its busiest.

This space should be designed in accordance with current best practice and relevant documents, such as the *Green Guide*. The finish of the floor should be of a non-slip surface even when wet.

### Public catering facilities

Each sector of the stadium must have a sufficient number of fully equipped public catering facilities, with at least 7m of sales counter per 1,000 visitors. The catering outlets must be evenly spread within the sector.

The size and configuration of the catering outlets, storage areas, etc. should be part of the design strategy of the catering concept for the stadium. Particular attention must be paid to the fire strategy of the catering outlets.

### First aid rooms

A central first aid room must be provided and located in a position which allows easy access from inside and outside the stadium for spectators and emergency vehicles. It must be self-contained with its own welfare facilities, accessible to wheelchairs.

Every sector of the stadium must have its own (satellite) first aid rooms so that spectators do not have to cross sectors in case of an accident or injury. First aid rooms must provide a comfortable environment, have doors and passageways allowing access by stretcher or wheelchair and must have





walls and floors made of a smooth and easily cleanable material. They must contain sufficient storage space for first aid equipment. First aid rooms must be clearly signposted.

The number, location, size and equipment of these rooms should be agreed in consultation with the local health authorities.

Sufficient defibrillation equipment must be available evenly throughout the stadium in easily accessible locations.

Useful guidance on first aid room design can be found in the *Green Guide*.

### Sanitary facilities

Sufficient high-quality sanitary facilities must be provided in all sectors inside the stadium for both sexes. As a reference, during UEFA EURO 2016 the ratio of 65% male to 35% female must be applied to calculate the number of sanitary facilities required. The sanitary facilities must be evenly spread within the sector.

The minimum requirement for sanitary facilities based on the above ratio is as follows:

Male:

- 1 WC/200 males
- 1 urinal/85 males
- 1 washbasin/200 males

Female:

- 1 WC/50 females
- 1 washbasin/125 females

Disabled:

- 1 WC/15 wheelchairs

In each toilet block, sufficient provision needs to be provided for the ambulant disabled. At least one toilet per cubicle should be fitted with handrails and an outward opening door. In addition, facilities for children should be provided. One urinal in each toilet should be no higher than 500mm above floor level.

In addition, sufficient sanitary facilities for both sexes and disabled spectators must be provided inside the outer security zone.

### Disabled facilities for all disability groups

Provision should be made to accommodate disabled spectators with all forms of disabilities, including those with impaired mobility, vision and hearing.

Reference to good practice for the design of stadium facilities suitable for disabled people can be found in *Accessible Stadia, A good practice guide to the design of facilities to meet the needs of disabled spectators and other users*.

Ideally, facilities for disabled people should be provided in all seating categories, including the VIP stand.

Particular attention must be paid to facilities for wheelchair users, including safe access points, good viewing positions (these should have a c>90mm above a standing person in front), vertical transport, signage, welfare facilities and support devices. Each wheelchair position must be provided with an additional seat for a personal assistant, preferably adjacent to each wheelchair space but never in front of the wheelchair.

All disabled people, including those in wheelchairs, should be able to gain entry to the stadiums and their positions without undue inconvenience either to themselves or other spectators. Dedicated entrance gates for disabled fans must be provided.

Disabled people should be situated in a location where they do not present a hazard to themselves or other spectators in the event of an emergency.

For the visually impaired, a commentary service needs to be provided. Induction loops for those with impaired hearing should also be provided where required.

The following number of disabled positions must be provided (or more if required by applicable law).

**Form 3.7** Disabled facility requirements

Stadium size	Wheelchair positions*	Impaired hearing positions*	Impaired vision positions*
50,000+	200+200	30+30	30+30
40,000	125+125	20+20	20+20
30,000	100+100	15+15	15+15

\* Number of disabled + number of personal assistants

**Merchandise**

Merchandise outlets must be provided in all sectors and should be located in such a way that they do not cause congestion on the concourses. If necessary, additional temporary outlets will be located within the outer security zone. In addition, a lockable room measuring 25m<sup>2</sup> must be provided for counting cash from merchandise sales.

**Signage**

All public passageways, concourses and stairways must be clearly marked. In particular, all evacuation routes must be clearly indicated.

All direction signs inside and outside the stadium must be provided in internationally understandable signage.

Clear, comprehensive signposting should be provided at the stadium approaches, around and throughout the stadium in order to indicate the routes to the different sectors. Prominent, clearly visible signage that guides spectators to welfare facilities, exits and other customer services should be provided.

Large-scale wall maps (wayfinder signage) should be provided for the guidance of spectators.

Stadium rules must be clearly displayed outside all entrances into the stadium.

**Hospitality requirements**

*Providing high-quality hospitality for special guests, commercial partners and corporate clients has become one important aspect of the tournament experience and is an increasingly valuable component of the tournament's income.*

**Guiding principles**

A major component of UEFA's spatial requirements is the accommodation of the hospitality facilities required for VIPs, UEFA club, and corporate hospitality.

Some of these spatial requirements are specific to UEFA EURO 2016 and do not usually form part of the existing stadium requirements. For this reason, some of these facilities, as described in this section, may be provided in temporary structures or existing facilities outside the stadium but always within the outer security zone.



### Description of the various hospitality levels

Three different levels of hospitality can be distinguished during UEFA EURO 2016:

- *VIP hospitality: inside the stadium.*

The VIP guests are guests of UEFA. Participation is by invitation only and the packages are not for sale. Guests are from the football family, governments, royalty, etc. A first-class service in an informal environment (i.e. not a restaurant-type service) must be provided. Very quick, comfortable and easy access must be provided from the parking area to the VIP hospitality area and from there to seats centrally located in the main stand. Given the high profile of the guests, adequate security measures must be taken. Usually, the VIP hospitality area is open from when the gates open until one hour after the match, including at half time.
- *UEFA Club: in the hospitality village within the outer security zone or, if sufficient space is available, inside the stadium.*

The UEFA Club guests are business guests of UEFA and the tournament sponsors and broadcasters. The UEFA Club can also host the overflow of the football family guests as a complement to the VIP hospitality. The profile of the guests varies from business managers to top CEOs, board members or show business celebrities. An informal environment with a very large entertainment area will be offered. Covered and outdoor areas are expected. Quick, comfortable access must be provided from bus and car parks to the hospitality area and from there to the seats (in the main stand and/or in the opposite stand). UEFA Club hospitality is usually open from three hours before the match until up to three hours after the match. Ideally, an open area should be provided for the construction of a temporary facility which offers the flexibility needed.
- *Corporate hospitality: in the hospitality village within the outer security zone or, if sufficient space is available, inside the stadium.*

These packages are open for general sale. The main target is the business community. The clients use this product for business purposes. Outdoor entertainment areas are required. Acceptable access must be provided from car parks to the hospitality area and from there to the seats (many in the opposite stand and some in the main stand). Corporate hospitality is usually open from three hours before match until up to three hours after the match. Ideally, an open area should be provided for the construction of a temporary facility which offers the flexibility needed.

All hospitality facilities within the stadium must be provided with a fully equipped kitchen. Upon request, the existing equipment and decoration (including kitchen equipment, bars, television screens, tables and chairs) must be made available or removed.

All temporary external hospitality facilities must be supplied with all necessary utilities, such as power, water, waste water, etc. in sufficient capacities.

### VIP stand and VIP hospitality

Each stadium must have a VIP stand in the centre of the main stand (between the 16m lines). It should have a private entrance from outside which is segregated from all public and media entrance points and there must be suitable access to/from the VIP stand to the technical area.

The VIP stand must be completely separated from the other seating areas and the seats must be upholstered, have a centre-to-centre seat width of at least 600mm, a terrace tread depth of at least 1,000mm and generally be of higher quality than the regular seats in the relevant stadium.

Appropriate space must be available at each stadium to accommodate hospitality facilities for VIPs. Hospitality space for VIPs must be located inside the stadium, as near as possible to the VIP stand in the main stand with easy access from the VIP parking area.

The VIP stand and VIP hospitality area should accommodate the number of guests shown in the form below, calculated on the basis of 2m<sup>2</sup> net area per person (excluding kitchens, storage, etc.).

The VIP hospitality area must contain adequate kitchen and sanitary facilities, including for disabled guests.

The following areas must be integrated into the VIP hospitality area:

- presidential lounge measuring 40m<sup>2</sup>;
- VIP interview positions measuring 30m<sup>2</sup> with clear height of 3.5m;
- VIP medical room measuring 10m<sup>2</sup>;
- VIP reception area measuring 40m<sup>2</sup>;
- Waiting area for drivers and bodyguards measuring 80m<sup>2</sup>.

**Form 3.8** VIP hospitality requirements

Type of match	VIP stand capacity (pax)	VIP hospitality area (m <sup>2</sup> )
Opening match	550	1,100
Group matches	350	700
Round of 16	400	800
Quarter-finals	450	900
Semi-finals	550	1,100
Final	800	1,600

**Skyboxes**

During UEFA EURO 2016, all skyboxes and existing hospitality facilities in the stadiums must be made exclusively available to UEFA for the hospitality programme and must comply with the clean site principle. As a result, all skyboxes must be free of any existing rights in respect of their allocation or the allocation of related seating.

Skyboxes must have at least 10 seats situated on an outside terrace and provide a minimum net space inside the box of 2.5m<sup>2</sup> per person.

The skybox seats must be completely separated from the other seating areas and the seats must be upholstered, have a centre-to-centre seat width of at least 600mm, a terrace tread depth of at least 1,000mm and generally be of higher quality than the regular seats in the relevant stadium.

The minimum number of skyboxes that must be available in each stadium is summarised below.

**Form 3.9** Skybox requirements

Stadium capacity	Minimum number of skyboxes	Minimum number of seats
50,000+	80	800
40,000	50	500
30,000	40	400



### UEFA Club

If the UEFA Club facilities cannot be provided within the stadium, they must be located in temporary facilities within the outer security zone, separately fenced off within this zone. The necessary space must be flat, without any obstacles (e.g. trees) and made available free of charge.

The following ratios should be used in order to calculate the space required for the UEFA Club:

- 2m<sup>2</sup> per person net area if existing lounges are being used inside the stadium;
- 4.5m<sup>2</sup> per person gross floor surface if temporary structures are being used outside the stadium.

### Corporate hospitality

If the corporate hospitality facilities cannot be provided within the stadium, they must be located in temporary facilities within the outer security zone, separately fenced off within this zone. The necessary space must be flat, without any obstacles (e.g. trees) and made available free of charge.

The following ratios should be used in order to calculate the space required for the corporate hospitality facilities:

- 2m<sup>2</sup> per person net area if existing lounges are being used inside the stadium;
- 4.5m<sup>2</sup> per person gross floor surface if temporary structures are being used outside the stadium.

The form below provides an overview of the range of hospitality requirements for the UEFA Club and corporate hospitality. The final total allocation of tickets to the hospitality programme will be decided by UEFA but may vary between 8% and 15% of stadium net capacity at each match.

**Form 3.10** Hospitality requirements: UEFA Club and corporate hospitality

Type of match	Minimum stadium capacity (pax)	UEFA Club (pax)	UEFA Club (m <sup>2</sup> )	Corporate hospitality (pax)	Corporate hospitality (m <sup>2</sup> )
Opening match	50,000+	3,500	15,750	6,500	29,250
Group matches	30,000	1,500	6,750	2,600	11,700
Round of 16	30,000	1,500	6,750	3,000	13,500
Quarter-finals	40,000	2,000	9,000	4,000	18,000
Semi-finals	40,000	3,000	13,500	6,750	30,375
Final	50,000+	8,000	36,000	9,000	40,500





**Bistro**

For all media, staff and volunteers, a bistro facility must be provided within the outer security zone, no further than 500m from the broadcast compound.

The bistro provides all-day cold and hot food.

The following capacity and size requirements apply to the bistro.

**Form 3.11** Bistro capacity and size requirements

Type of match	Capacity (pax)	Size (m <sup>2</sup> )
Opening match	500	1,300
Group matches	350	1,000
Round of 16	500	1,300
Quarter-finals	500	1,300
Semi-finals	500	1,300
Final	550	1,400

**Media requirements**

*In order to ensure excellent media coverage of UEFA EURO 2016 in the homes of millions of people around the world, each stadium must have state-of-the-art media facilities that offer the best and most advanced technology and related services to television and radio broadcasters, members of the written press and photographers.*

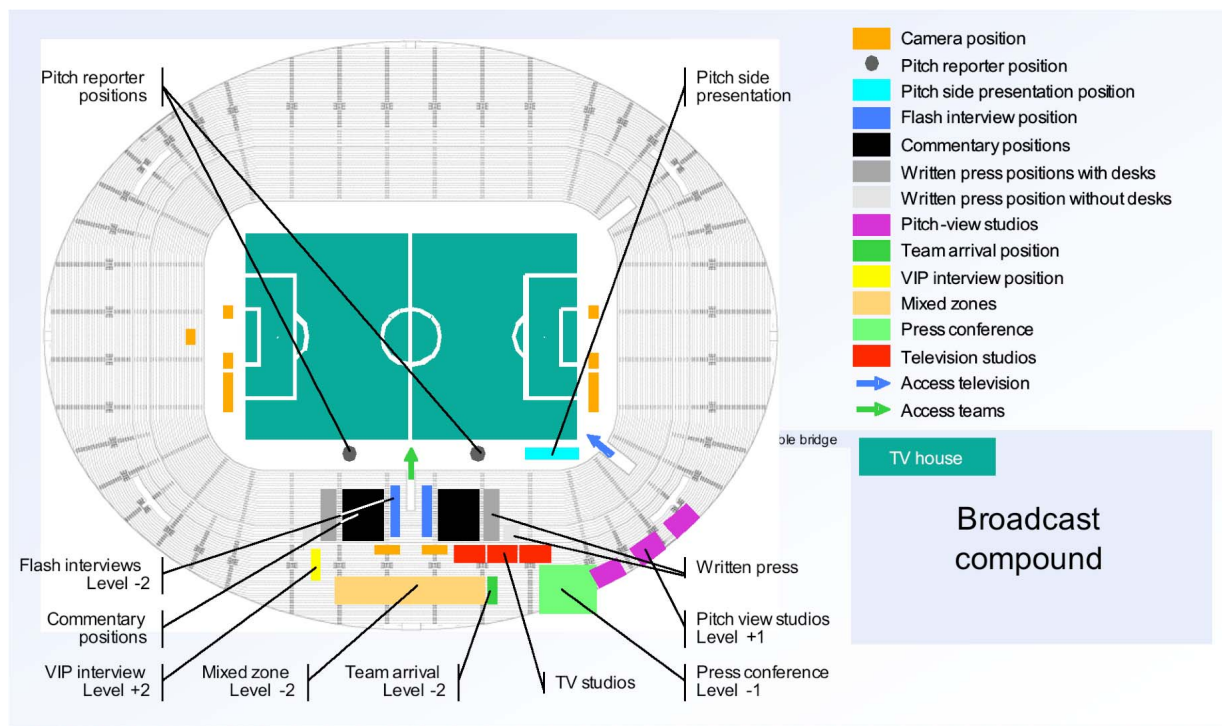
The following requirements are based on the current state of technology and may be subject to modification during the selection procedure and/or after its completion as a result of technological developments and other factors.

Specific references and guidelines can be found in the *Host Broadcasting Annexe* of *Sector 08*.

The functional relationship between the various media facilities is depicted below.



**Figure 3.7** Layout of media facilities



### Stadium Media Centre (SMC)

The SMC serves as the working area for the media, written press and photographers.

The SMC may be located inside the stadium or separately fenced off within the outer security zone. It must be within easy reach of the media parking areas and the media stand.

The SMC must include separate catering, reception and working areas, as well as sanitary facilities and lockers. The working area must be equipped with desks, chairs, power points, internet and telephone facilities. The SMC must also provide a designated point where photographers can leave their equipment.

The following requirements are applicable.

#### Form 3.12 Stadium Media Centre requirements

Type of match	SMC total size (m <sup>2</sup> )	Working area size (m <sup>2</sup> )	Number of desks
Opening match	2,900	1,600	525
Group matches	1,600	1,200	400
Round of 16	2,600	1,450	475
Quarter-finals	2,600	1,450	475
Semi-finals	2,900	1,600	525
Final	3,200	1,750	575

### Media stand

Each stadium must have a media stand in a central position in the main stand in which the players' dressing rooms and the main television camera positions are located.



The media stand must be well lit and must provide suitable access to the media working area, press conference room and mixed zone, as well as to the post-match studios and flash interview area.

The media stand must be completely separate from all other seating areas and must be centrally located on the halfway line, in a position that provides an unobstructed view of the field of play without the possibility of interference from spectators. When designing the media stand, flexibility should be incorporated so that it can be expanded or reduced in size as and when required.

The media stand at each stadium must include separate areas for television and radio commentators, the written press and media rights observers in accordance with the following minimum requirements.

- *Television and radio commentary positions*

Each commentary position consists of three seats, with a minimum width of 1.8m in total, and must include a flat surface for writing, power points, lighting and universal cabling sockets. Two television monitors should be built into the desk in a slanting position in order not to obscure the view of the commentary team. Commentary positions should be separated from spectators by barriers and protected from the rain.

- *Commentary control room*

The CCR must be located as close as possible to the media stand and commentary positions. All commentary feeds are routed through the commentary control room, which is the hub for connecting all commentary circuits to the telecommunications network and to the broadcasters' own operational areas within the venue.

A venue with fewer than 100 commentary positions requires a CCR with at least 80m<sup>2</sup> of operating space, while a venue with more than 100 commentary positions requires a CCR with at least 100m<sup>2</sup> of operating space.

- *Press positions*

The area for the written press should feature two different seating arrangements: seats with desks and seats without desks.

Seats without desks could be normal spectator seats. However, each seat with a desk will take up three normal spectator seats - one for the desk, one for the seat and one for access. The desks should be large enough to accommodate a laptop computer and a telephone, well lit and equipped with power points and universal cabling sockets.

- *Media rights observers*

Each stadium's media stand should contain seats reserved for observers from media rightsholders. These should be in or as close as possible to the area reserved for the written press. Seats for such observers do not need to be equipped with desks.



The form below shows the minimum required numbers of seats in the media stand.

**Form 3.13** Media stand requirements

Type of match	Number of press positions with desk	Number of press positions without desk (including media rights observer seats)	Number of commentary positions
Opening match	400	450	110
Group matches	300	300	80
Round of 16	300	300	110
Quarter-finals	400	450	110
Semi-finals	400	450	110
Final	600	650	120

If space allows, a photographer platform or position may be installed at the back of the media stand (20m x 1.5m).

**Camera positions**

Television broadcasters will require a large number of camera positions within each stadium, some of which will entail the construction of platforms in the stands and a corresponding loss of seats.

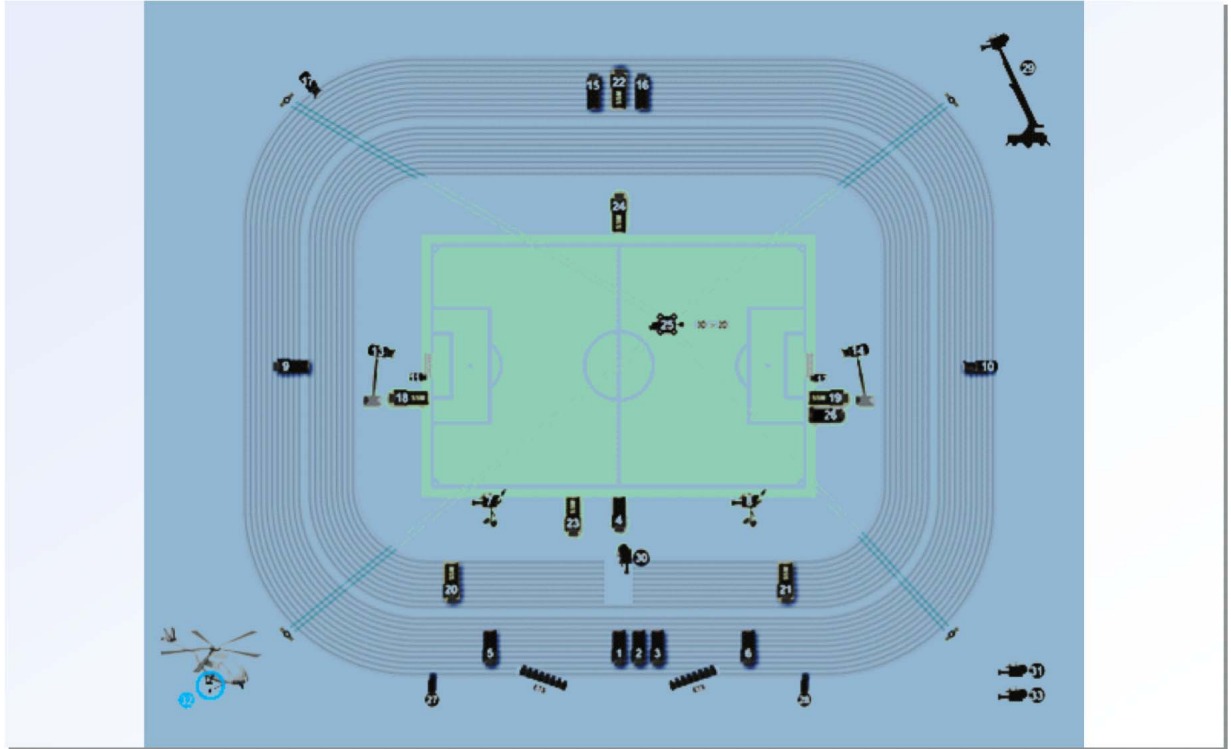
In order to guarantee a consistently high level of television coverage of all UEFA EURO 2016 matches, it is essential to provide at least the following fixed television platforms in each stadium, see also the figure below.

- main camera platform (minimum of 20m x 2.5m) situated in the main stand exactly in line with the halfway line, facing away from the sun. The main camera platform contains the main camera and the close-up camera.  
In order to ensure optimum picture quality, the platform should be at a height from which such cameras, when focusing on the centre spot of the pitch, have an angle with the horizontal plane of 15-20°;
- two platforms accommodating up to two 16-metre cameras each (2m x 2m each) situated in the main stand, in line with the 16m lines.
- two platforms accommodating up to two 6-metre cameras each (2m x 2m each) situated in the main stand in line with the outer edge of the goal area.
- one elevated platform in the stand behind each goal accommodating up to two cameras each (6m x 2.5m each) at a height that permits an unobstructed view of the penalty spot from above the crossbar.
- one elevated platform in the stand opposite the main stand (8m x 2m) for the reverse-angle cameras. This platform must be situated exactly in line with the halfway line.

Cameras such as the tactical camera, box cameras and some beauty cameras need to be rigged in the stadium roof, along with the surround-sound microphones. It must be possible to construct an operational platform for the dedicated special camera system. This will require permits from the relevant authorities to comply with local construction and safety legislation.

In addition to the above stand-based camera positions, various multi- and unilateral camera positions need to be provided. For details, refer to the *Host Broadcasting Annexe*.

**Figure 3.8** Camera positions



**Television studios**

Two types of television studio must be provided in each stadium:

- *Post-match television studios*  
 Provision should be made in each stadium for soundproof television studios, each approximately 25m<sup>2</sup> in size and, in order to accommodate television equipment and lighting, with a minimum height of 3m. These studios should be easily accessible from the dressing room area following matches.
- *Pitch-view television studios*  
 Provision should also be made for soundproof television studios with panoramic views over the pitch, each approximately 20m<sup>2</sup> in size and, in order to accommodate television equipment and lighting, with a minimum height of 3m. These television studios should be located in the main stand, along with all the other media facilities. The window of the pitch-view studios must be free of any horizontal and vertical frame posts.





The required numbers of such television studios are shown below:

**Form 3.14** Television studio requirements

Type of match	Number of post-match television studios	Number of pitch-view television studios
Opening match	4	6
Group matches	4	4
Round of 16	4	6
Quarter-finals	4	6
Semi-finals	4	6
Final	4	6

The aforementioned studios must be fully air-conditioned, taking into account the additional warmth generated by television lighting and equipment.

**Broadcast compound**

See the stadium site requirements section in chapter 3.

**Press conference room**

Before and after each match, there will be an official press conference involving coaches and players from the participating teams.

The size of the press conference room must be as follows.

**Form 3.15** Press conference room requirements

Type of match	Press conference room size (m <sup>2</sup> )
Opening match	500
Group matches	375
Round of 16	500
Quarter-finals	500
Semi-finals	500
Final	750

For the final, an additional room measuring 250m<sup>2</sup> is required for filtering the media attending the press conference.

The press conference room must be a column-free room, either rectangular or auditorium-style, with a clear height of 4m.

A stage large enough to accommodate coaches, players, press officers and interpreters should be erected at the end of the room that is closest to the access door from the dressing rooms.

A platform (16m x 2m for the group matches and 30m x 2m for all other matches) should also be erected, facing the stage from the opposite end of the room, on which television ENG crews may set up their cameras and tripods.

Each press conference room should have at least two entrances: one providing the players and coaches with convenient access to the dressing room area and the other providing media representatives with convenient access to the media working area.

Each press conference room must be equipped with an adequate sound system, lighting suitable for television purposes and a centralised audio split box to avoid the need for a huge number of microphones in front of the coaches and players. In addition, three interpreting booths must be provided for simultaneous translation.

### Mixed zone

Each stadium must have a mixed zone between the dressing rooms and the team buses, where accredited members of the media can interview players following a match. Each mixed zone should be easily accessible from the dressing rooms, media working area, flash interview area, post-match studios and the area reserved for the media and commentators in the media stand.

The mixed zone should have three access doors: a players' entrance from the dressing room area, a players' exit to the bus and a media representatives' entrance/exit.

Each mixed zone should be covered, column-free and inaccessible to the general public. In addition, adequate lighting and sound protection should be provided.

The minimum size of the mixed zone is as follows.

**Form 3.16** Mixed zone requirements

Type of match	Mixed zone size (m <sup>2</sup> )
Opening match	300
Group matches	300
Round of 16	300
Quarter-finals	300
Semi-finals	350
Final	550

### Flash interviews

Space inside the stadium should be designated close to the route from the pitch to the dressing rooms where flash interviews with players and coaches can be conducted. There must be enough space to erect backdrops and conduct interviews without obstructing the access route.

The following number of positions is required:

- group matches: 5 positions;
- all other matches: 9 positions.

Each position must have the following minimum dimensions: 2.5m x 2.5m x 2m (w x d x h).



## Technical requirements

*Essential installations are required to support the stadium infrastructure and operations, including mechanical, electrical and ICT systems.*

A wide range of technical installations are required to operate the stadium infrastructure. This section only covers some of the essential items. It does not include the services required for the general day-to-day running of the stadium, such as HVAC, catering and extraction systems, general lighting, general utilities, etc.

### Floodlighting

The majority of UEFA EURO 2016 matches will be played in the evening and all of the matches will be televised using high definition broadcast technology.

Each stadium must have a primary floodlighting system that provides a minimum of 2,000 lux across the entire playing surface (i.e. vertical illuminance towards fixed cameras, calculated 1 meter above ground level). Lighting must uniformly cover every area of the playing field, including the corners. The lighting system should be designed in order not to adversely affect the performance of players, referees or officials. A back-up power source must be available in order to ensure that, in the event of a power failure, an uninterrupted changeover to the emergency lighting installation can be made with a minimum of 1,400 lux vertical illuminance across the entire playing surface.

For detailed technical requirements for the floodlighting system and to calculate and demonstrate the appropriate lux level, refer to *Annex B UEFA EURO 2016 – Host Broadcasting* and the *FIFA technical recommendations and requirements, section 9*.

Please note that UEFA will require a full measurement report and summary calculations as described in this document two years prior to the tournament, with regular updates and a final update to be provided six months prior to the tournament.

### Power supply, backup and areas for generators

The delay or cancellation of an event due to the loss of primary electrical supply is unacceptable.

The incoming electrical supply needs to be powerful enough to service the stadium under maximum load with a built-in spare capacity of up to 20%. A spare slot transformer must be provided. The incoming supply must also be connected to the high voltage city ring. Access is needed to the main stadium earth.

All technical power to broadcast-related areas will be provided by UEFA.

An emergency power supply must be provided, sufficient at the very least to enable emergency lighting, the public address system, the CCTV system and all other safety-related systems to function normally for at least three hours.

If the emergency power supply is capable of supplying all the power needed for the stadium to function for a minimum of three hours, it may be possible to continue the event, provided it is scheduled to finish and the stadium will be clear of spectators within this period, and as long as no other emergency exists.

The emergency power supply must therefore also be provided with additional back-up power

### ICT requirements, including cabling ducts

Electronic building systems will continue to evolve using Internet Protocol (IP), making the planning of these systems increasingly important. Given increasing system convergence and integration, planning for both present and the future is vital to ensure longevity of systems.

A properly coordinated service ducting system to facilitate all ICT and media cabling is to be provided, not only for permanent cabling but also for temporary cabling for the event, so it is accessible and safe to use. This should also include a complete ICT specification and schematic layout which will help to ensure the ducting complies with all current standards.



### Giant video screens

Two giant video screens must be provided within the stadium to provide instant action replays or other televised video entertainment. Preferably, the screens should have a 16:9 screen ratio.

The ideal positions for the screens are in two diagonally opposite corners or one behind each of the goals. The size of the screens depends on the stadium capacity and design.

The principal determining factors for the best position of the screens are:

- the need to provide optimal viewing for all spectators;
- the need to eliminate capacity reduction caused by seat loss;
- the need to avoid any risks to spectators and spectator interference with them.

### Sound system

Each stadium must have a sound entertainment system, either in addition to or integrated with the PA system described in the safety and security section in chapter 3.

The sound system should meet the following minimum requirements:

- intelligibility: STI/RSTI of 0.7/0.65 (measured in a full stadium);
- sound pressure level:
  - SPL difference between the spectators most and least exposed to the loudspeakers must not exceed 6dB SPL(A);
  - sound pressure level: minimum 120 sec with a level of 110dB SPL(A);
- sound quality:
  - frequency range:  $\pm 8$ dB in the 160Hz-12kHz band;
  - the system must be free of distortion, hiss and hum;
- diffusion zones: the system must cover all spectator areas with the possibility to exclude the media and pitch areas from the entertainment programme.

### Vertical transport

Sufficient means of vertical transport needs to be provided for:

- spectators with mobility problems, including wheelchair users;
- medical services, including stretcher use;
- VIPs;
- media (on the main stand side);
- back of house use for catering distribution, waste management etc.

Programming of floor stop priority should be possible and set to matchday option.

Consideration should be given to providing dedicated vertical transport for the above groups (except medical services).

### Climate control systems

Provision must be made for climate control systems, sufficient to guarantee a minimum temperature of 21°C and a maximum temperature of 5°C below the outside temperature, in the following key areas:

- dressing room area;
- all media and relevant broadcast facilities, including stadium media centre;
- VIP and hospitality areas inside the stadium;
- hospitality village;
- skyboxes;
- stadium control room;
- accreditation centre.



Air circulation must be based on 10 volumes per hour.

It should be noted that the above rooms will be used differently during UEFA EURO 2016 than at normal events (different room functions, higher capacities, more equipment, etc.) and that this will affect the capacities required for the climate control systems.

### Additional spatial requirements

*For the organisation of UEFA EURO 2016, specific administrative, working and storage areas are required.*

#### Accreditation centre

Each stadium must have an accreditation centre for the accreditation of press, media, volunteers, staff and other target groups.

The accreditation centre must have a minimum size of 100m<sup>2</sup> for the group matches and 150m<sup>2</sup> for all other matches, and must be located directly outside the outer security zone, near to the staff entrance.

#### Ticket offices

The following facilities for selling or collecting tickets must be provided:

- 1 (existing) ticket office measuring 20m<sup>2</sup>, at the stadium, accommodating up to four people;
- 1 ticket collection point measuring 40m<sup>2</sup> with four serving windows and back office facilities (connectivity), located outside the outer security zone;
- 2 team ticket points (TTP), no more than 20 minutes' walk from the stadium in an attractive central area of the host city (80-100m<sup>2</sup> each with seven service windows), with nearby parking for approximately 100 cars.



**Rooms for ceremonies, youth programmes, security, stewards and volunteers**

It is not necessary to provide these rooms within the technical area. Ideally, these rooms should be located outside the technical area but with direct access to the pitch area.

The following rooms must be provided:

**Form 3.17** Rooms for ceremonies, youth programmes, security, stewards and volunteers

Room	No	Size (m <sup>2</sup> )	Additional requirements
Pre-match ceremony room	1	100	<ul style="list-style-type: none"> <li>easy access to the pitch and sanitary facilities</li> <li>seating and lockers to be provided</li> </ul>
Ceremony room (opening and final ceremonies only)	1	1,500	<ul style="list-style-type: none"> <li>easy access to the pitch</li> <li>capable of accommodating up to 1,000 artists</li> </ul>
Ceremonies PA room	1	40	<ul style="list-style-type: none"> <li>view of the pitch and the giant video screens</li> </ul>
Entertainers' changing room	1	30-40	<ul style="list-style-type: none"> <li>suitable for accommodating international stars</li> <li>located in a secure area in or near the main stand</li> </ul>
Large changing room	4	60	<ul style="list-style-type: none"> <li>for the youth programme</li> <li>ideally located adjacent or near to the technical rooms</li> <li>with toilets and showers for boys and girls</li> </ul>
Small changing rooms	2	20	<ul style="list-style-type: none"> <li>for the youth programme</li> <li>ideally located adjacent or near to the technical rooms</li> <li>with toilets and showers for boys and girls</li> </ul>
Mascot room	1	20	<ul style="list-style-type: none"> <li>easy access to the pitch</li> <li>room for five people</li> </ul>
Stewards' room	2	100	<ul style="list-style-type: none"> <li>in two different areas of the stadium</li> <li>with access to toilets and showers</li> </ul>
Police room	1	300	<ul style="list-style-type: none"> <li>with access to toilets and showers</li> </ul>



### Administrative rooms

Each stadium must have sufficient administrative rooms for use as working offices, meeting rooms and working areas. These rooms must be available to UEFA from the commencement of the availability period.

The basic administrative room requirements at each stadium are:

**Form 3.18** Rooms for the administration

Office	No	Size (m <sup>2</sup> )	Additional requirements
Venue management office	1	60	<ul style="list-style-type: none"> <li>centrally located within the outer security zone</li> <li>office space for a minimum of eight people</li> </ul>
Venue operations office	1	60	<ul style="list-style-type: none"> <li>centrally located within the outer security zone</li> <li>office space for a minimum of eight people</li> </ul>
Telecom room	1	60	<ul style="list-style-type: none"> <li>close to the existing telecom installations and main cabling ducts</li> <li>redundant access for any telecom cables</li> <li>minimum power of 15kW</li> <li>stable temperature of 18°C</li> <li>arrival of the cables from the first and second introduction for telecom services via the redundant access</li> </ul>
ICT office	1	120	<ul style="list-style-type: none"> <li>in a central location within the outer security zone</li> <li>quick access to the broadcast compound, SMC, offices and accreditation centre</li> <li>providing space for 20-50 people</li> </ul>
Anti-ambush office	1	30	<ul style="list-style-type: none"> <li>located inside the outer security zone with easy access to outside areas</li> <li>providing space for four people</li> </ul>
Ceremonies office	1	20	<ul style="list-style-type: none"> <li>close to the pitch area</li> <li>providing space for four people</li> </ul>
Hospitality office	1	40	<ul style="list-style-type: none"> <li>close to the hospitality areas</li> <li>Providing space for six people</li> </ul>
Marketing office	1	50	<ul style="list-style-type: none"> <li>inside the outer security zone</li> <li>providing space for 10 people</li> </ul>
Protocol office	1	20m <sup>2</sup> (30m <sup>2</sup> for the final)	<ul style="list-style-type: none"> <li>close to the VIP stand and VIP hospitality area</li> <li>providing space for 3-5 people (5-8 for the final)</li> </ul>
Photo processing area	1	30	<ul style="list-style-type: none"> <li>close to the VIP stand and VIP hospitality area</li> <li>providing space for six people</li> </ul>
Technical services office	1	20	<ul style="list-style-type: none"> <li>located inside the outer security zone but with quick access to the stadium</li> <li>providing space for 1-10 people</li> </ul>



Television and media operations office	1	60	<ul style="list-style-type: none"> <li>located inside the outer security zone but with easy access the media areas</li> <li>providing space for 12 people</li> </ul>
Media relations room	1	20	<ul style="list-style-type: none"> <li>located inside the outer security zone</li> <li>providing space for 3-4 people</li> </ul>
Suppliers' office	7	15	<ul style="list-style-type: none"> <li>located inside the outer security zone</li> <li>each providing space for 3-4 people</li> </ul>
Main meeting room	1	80	<ul style="list-style-type: none"> <li>located inside the outer security zone</li> </ul>
Small meeting room	2	25	<ul style="list-style-type: none"> <li>located inside the outer security zone</li> </ul>

All administrative rooms must be lockable, soundproof, equipped with sufficient power and water and have convenient access to a sufficient number of toilet facilities. Furniture, IT connectivity and sufficient daylight must be provided.

The following ratios are applicable when determining power demands:

- 1 laptop per person;
- 1 printer for every four people;
- 1 copier for every 10 people.

If the existing facilities at any stadium are not sufficient to satisfy these administrative room requirements, sufficient space should be available for the installation of suitable temporary facilities within the outer security zone.

### Working rooms

The following working rooms must be made available to UEFA from the commencement of the availability period:

**Form 3.19** Working rooms

Room	No	Size (m <sup>2</sup> )	Additional requirements
Camera repair room	2	20	<ul style="list-style-type: none"> <li>located near the stadium media centre</li> </ul>
Working room	1	300	<ul style="list-style-type: none"> <li>for the signage teams working on perimeter advertising boards and stadium decorations</li> <li>with easy access to the pitch and to a truck delivery point</li> </ul>
Smaller room	2 min	30	<ul style="list-style-type: none"> <li>one near the official tournament offices</li> <li>one near the media working area in the relevant stadium</li> </ul>
Storage room	1	120	<ul style="list-style-type: none"> <li>for pitch maintenance equipment</li> <li>with direct access to the pitch</li> </ul>

### Storage rooms

The following storage rooms must be made available to UEFA from the commencement of the availability period:

**Form 3.20** Storage rooms



Room	No	Size (m <sup>2</sup> )	Additional requirements
Main storage room	1	50	<ul style="list-style-type: none"> <li>close to the venue operations office</li> </ul>
Podium storage room (for opening match and final only)	1	80-100	<ul style="list-style-type: none"> <li>with easy access to the pitch</li> <li>accessible by small truck</li> </ul>
Hospitality storage room	1	50	<ul style="list-style-type: none"> <li>located near the hospitality area</li> </ul>
Hospitality catering storage room	1	50	<ul style="list-style-type: none"> <li>located near the hospitality area</li> </ul>
Protocol storage room	1	15	<ul style="list-style-type: none"> <li>located near or inside the protocol office</li> </ul>
Match organisation storage room	1	20	<ul style="list-style-type: none"> <li>located in the technical area</li> </ul>
Trophy and cup presentation storage room (final only)	1	10	<ul style="list-style-type: none"> <li>with direct access to the pitch</li> </ul>
Television and media operations storage room	1	25	<ul style="list-style-type: none"> <li>near or inside the media working areas</li> </ul>
CCR storage room	1	25	<ul style="list-style-type: none"> <li>secure and lockable near the CCR</li> </ul>
Host broadcaster storage room	1	20	<ul style="list-style-type: none"> <li>located close to the pitch</li> </ul>
VIP storage room	1	20	<ul style="list-style-type: none"> <li>located near or inside the VIP hospitality area</li> </ul>
ICT storage room	1	30	<ul style="list-style-type: none"> <li>next to the ICT offices</li> </ul>
Telecom storage room	1	30	<ul style="list-style-type: none"> <li>next to the ICT offices</li> </ul>
Monitor and television storage room	1	20	<ul style="list-style-type: none"> <li>next to the ICT offices</li> </ul>
Merchandise storage room	1	100	<ul style="list-style-type: none"> <li>on the ground floor</li> <li>accessible by forklift</li> </ul>
Public catering central storage room	1	100	<ul style="list-style-type: none"> <li>next to the service entrances/elevators</li> </ul>
Waste storage and compactors' area	1	59	<ul style="list-style-type: none"> <li>accessible by truck</li> <li>not visible to the public</li> </ul>
Forklift parking area	1	20	<ul style="list-style-type: none"> <li>inside the outer security zone</li> </ul>



## 4. Legal requirements

### Stadium agreements

Each bidder will be required to submit fully executed stadium agreements in respect of each stadium which it proposes to use in connection with UEFA EURO 2016. Although the form of stadium agreement will not be sent to bidders for review until 1 July 2009, bidders should expect it to incorporate all the requirements and obligations with respect to the stadiums that are described elsewhere in this schedule of conditions.

An overview of selected additional provisions that will be included in the stadium agreement is set out below. The following overview is not exhaustive or conclusive.

- The relevant stadium must be ready and fully functional no later than two years prior to the commencement of UEFA EURO 2016.
- The host association and UEFA must be kept fully informed of the progress of the relevant stadium's availability.
- Any obligation imposed on the owner and the operator of the stadium is guaranteed, irrespective of any change in ownership structure.
- A sufficient number of official international test matches and an entire season of matches at the highest national level must be played at the relevant stadium in order to permit an assessment of its general infrastructure and organisation.
- The period during which the stadium must be made available to UEFA for UEFA EURO 2016 will last from four weeks prior to the commencement of UEFA EURO 2016 to seven days after the last match held in the respective venue, with the exception of any outdoor areas (such as hospitality village, broadcast compound, etc.), for which the availability period will be discussed separately. Availability of all cable pathways, including the cable bridge to the broadcast compound, and 1,000m<sup>2</sup> of the broadcast compound (including grid power) must be guaranteed three months prior to start of the tournament. In this period, all pre-cabbling will take place. The cabling pathways and rigging schedules will be established in close cooperation with the stadiums.
- The relevant stadium must be available for preparation and technical installations throughout the availability period.
- The owner and the operator of the relevant stadium must fully implement any modifications required by UEFA.
- The owner and the operator of the relevant stadium must give full support to the organisation of UEFA EURO 2016 and commit dedicated representatives to join a coordination group to provide information and/or implement decisions of UEFA and the host association.
- The relevant stadium must be available in its entirety for the exclusive use of UEFA and the host association, free from any restrictions and commercial obligations (including, without limitation, commercial branding or advertising), throughout the exclusivity period.
- UEFA must be granted an assignable, worldwide, irrevocable and unlimited non-exclusive licence to use the names, images and designs (including any material derived from them) of the relevant stadium for commercial and non-commercial use in connection with UEFA EURO 2016 free of charge and free from any third-party claims or liability.
- The owner and the operator of the relevant stadium are prohibited from granting to third parties, at any time before or after the execution of the stadium agreements, any rights with respect to the names, images or branding of the relevant stadium (whether





commercial or non-commercial) for use or visibility during the exclusivity period or, if such rights have already been granted, they must be waived at no cost to UEFA and the host association.

- No food or beverage products or other goods will be sold, distributed or promoted within or around the relevant stadium during the exclusivity period without the prior approval of UEFA.
- The owner and the operator of the relevant stadium must each, at its own cost, take out sufficient and adequate insurance coverage with reputable insurers to cover the stadium and risks arising in connection with its use in connection with UEFA EURO 2016. Such insurance must include, but not be limited to, property insurance and third-party liability insurance. UEFA should be named as an additional beneficiary of such insurance.
- The owner and the operator of the relevant stadium must ensure, in collaboration with the host association and the relevant authorities, that all appropriate safety and security measures are taken and, in particular, ensure that a professional stadium management structure and an appropriate stewarding system are in place and implemented for all UEFA EURO 2016 events to be held at the stadium.
- If any facility that is required at any stadium cannot be provided within the premises owned or operated by the owner of that stadium (e.g. for the broadcast compound or hospitality area), the relevant owner must enter into a separate agreement in order to secure the required facility. Such agreements must be consistent with the obligations of the owner under the relevant stadium agreement.
- The owner and the operator of the relevant stadium must ensure that the playing surface and lighting are of the highest quality and are suitable for a first-class international football event. In the case of a serious problem with the football pitch, the owner and the operator of the stadium will be required to implement such remedial measures as are necessary, at their own cost, which may include installation of a replacement pitch, subject to time constraints.
- Although not a party to the stadium agreement, UEFA and its subsidiaries will have the right to enforce any of the rights granted to the host association under the agreement and the owner and the operator of the stadium will be required to comply with their instructions and guidelines as well as to cooperate with them.

The owner and the operator of the relevant stadium each acknowledge that the requirements set out in the stadium agreement may be subject to change as a result of applicable law, significant technical developments and/or changing consumer demands and that additional obligations may be imposed if any existing facilities are deemed unsuitable following the execution of the stadium agreement.

### Financial guarantee(s)

Any stadium to be newly built or renovated (categories 2 and 3) that is included in any bid dossier must have committed financing that is sufficient to cover the total anticipated investment costs of the project. Bidders are required to submit written guarantees from each person or organisation that has committed to finance or guarantee the finance of any stadium project in respect of their commitment.

For further details, refer to the project plan section in chapter 4.

### Safety certificate(s)

In order to ensure each stadium's compliance with the UEFA Safety and Security Regulations and relevant local legislation, the stadium agreements and the staging agreement will require the host association and each stadium owner to ensure that a UEFA safety certificate (as amended, supplemented or replaced from time to time) is duly signed by all relevant authorities in the host country





in each of the two years immediately preceding UEFA EURO 2016 (i.e. for the 2014/15 and the 2015/16 seasons).

In respect of any proposed stadium that is in the planning stages, under construction or fully constructed and awaiting major renovation (categories 2 and 3), each bidder will also be required to submit a certificate from each of the authorities in the host country that would be required to execute a UEFA safety certificate, stating that it has examined the plans for the construction or refurbishment of the relevant stadium and confirming that it would sign a UEFA safety certificate in respect of the relevant stadium if it were constructed or refurbished in accordance with such plans. The staging agreement and relevant stadium agreements will require the host association and relevant stadium owners to ensure that fully executed UEFA safety certificates are submitted as soon as the relevant construction or refurbishments are completed, in addition to those required in each of the two years immediately preceding UEFA EURO 2016.

### Clean stadium site

Throughout the exclusivity period, each stadium must be free of any commercial branding and contractual or other obligations, in accordance with the clean site principle. For the avoidance of doubt, during that period, no commercial signage of any type should be visible within, or in the immediate vicinity of, the outer security zone unless it is expressly authorised by UEFA.

If the naming rights to a stadium have been sold or a stadium otherwise bears the name of a commercial entity, the stadium must be provided to UEFA free of the relevant obligations and the official name of the stadium from the commencement of the exclusivity period until the conclusion of UEFA EURO 2016 shall be “UEFA EURO Stadium” or such other name as UEFA may decide. As a result, UEFA will not have any liability to the person who has purchased the naming rights in respect of any stadium.

The clean site principle is also applicable to the airspace above the stadium and to the outer security zone.



## 5. Stadium project status

### Introduction

The purpose of this section is to describe UEFA's requirements with regard to the status of the stadium projects proposed. In order to ensure that, if and when the bidder is awarded the tournament, the stadium facilities can and will be delivered in time and without concessions to the qualitative requirements, bidders are required to have already passed through the initial preparatory phases of the stadium projects. To this end, information on the milestones achieved must be submitted to UEFA. This is known as project status information.

As already mentioned in chapter 2, three categories of stadiums may be proposed for UEFA EURO 2016:

- *Category 1*  
existing stadiums that are already being used for other UEFA competitions (such as the UEFA Champions League) and which only require minor modifications in order to meet the UEFA EURO 2016 requirements;
- *Category 2*  
existing stadiums which need major renovation and upgrading in order to meet UEFA EURO 2016 requirements;
- *Category 3*  
new stadiums, to be developed and ready in time for UEFA EURO 2016.

Project status information only needs to be submitted for category 2 and 3 stadium projects. It is the bidder's sole responsibility to determine, based on the UEFA tournament requirements and the stadium requirements in particular, whether a stadium can be placed in category 1 or 2.

In this respect, reference is made to UEFA's goal to organise the tournament in state-of-the-art stadium facilities.

It should be noted that, at all times, the stadiums proposed in all three of the above categories, including the reserve stadiums, must meet the UEFA EURO 2016 stadium requirements in full.

### Stadium development approach

The stadium project status information is based on the UEFA stadium development and monitoring approach which has previously been successfully used to monitor the progress of the stadiums for UEFA EURO 2012.

Under this approach, six separate project phases are distinguished:

1. feasibility phase: *idea* conception and defining the (desired) end result of the project;
2. definition phase: describing *what* the project result should be able to achieve (functions/performance);
3. design phase: defining *how* the solution matches these requirements;
4. contracting phase: defining *how to make* the project result or solution;
5. construction phase: actual *making* of the project result;
6. operation phase: *sustain* the project result.

For more information on the stadium development and monitoring approach, contact UEFA's stadium and security unit.

At the time of submission of the bid dossier, UEFA requires that all projects have completed the feasibility and definition phases.

This means, for example, that the following decisions must have been taken concerning the proposed stadium:

- ownership (owner must be known);
- project organisation (organigramme for execution of project established);
- scope of works, including whether the stadium project entails major refurbishment or a completely new stadium;
- stadium type (capacity, football only, Olympic-size, multipurpose, roof, parking facilities, etc.);
- the qualitative stadium programme (must be completed and approved), not only limited to the qualitative requirements for UEFA EURO 2016 but also including the requirements for the legacy and use of the stadium after the tournament;
- stadium site (location of the stadium has been selected and approved);
- budget and funding (must be approved);
- procurement of project (tender procedure selected and approved);
- time schedule (must be approved).

As a consequence, the following quality and milestone documents must have been completed.

**Form 5.21** Project phases to be completed

Project phase	Milestones achieved	Quality and milestone documents
Initiation phase	<ul style="list-style-type: none"> <li>• Approved stadium project</li> <li>• Site identified</li> </ul>	<ul style="list-style-type: none"> <li>• Project plan (time schedule, budget, financing, project organisation and key requirements)</li> <li>• Feasibility study</li> <li>• Site analysis</li> </ul>
Definition phase	<ul style="list-style-type: none"> <li>• Approved stadium programme</li> </ul>	<ul style="list-style-type: none"> <li>• Programme of client requirements (qualitative requirements for EURO 2016 and post-tournament use)</li> <li>• Business plan (type of use and income streams)</li> <li>• Conceptual design</li> <li>• Conceptual master plan (site plan)</li> </ul>

In *Sector 08: Stadiums of the UEFA EURO 2016 Bid Dossier Template*, the bidders will be required to provide such information on the stadium project status. Key details from the quality and milestone documents listed above need to be provided in the form of various forms, maps, drawings and other documents.

The key elements of the information to be provided and the related requirements are explained below.

### Project plan

The project plan is the main inception document to be drafted when the project is launched.

It describes the key starting points for the project, such as its objective and ambition level, the expected result ("outcome"), scope and exclusions of the project ("what is included and what is not"), as well as how the project will be managed in terms of time, budget, quality, information and organisation.

### Project starting points

With regard to the key starting points for the project, information must be provided on the following issues, among others:

- What is the proposed gross and net capacity of the stadium?



- What is the expected outcome of the project (type of stadium, quality levels, etc.)?
- What is the ambition level of the project (provision of reference projects)?
- What is the proposed type of use for the stadium?
- Who will be the main user(s) of the stadium after UEFA EURO 2016?
- Who are the key stakeholders of the project?
- What is included in the project? Just the stadium building or also the supporting infrastructure?
- Description of subprojects, if any.
- Which vital elements of stadium operation during UEFA EURO 2016 are excluded from the project? e.g. parking areas.
- etc.

### **Project time schedule**

A time schedule for the entire project must be provided. This time schedule must also include the project phases that must be completed by the time the bid dossier is submitted.

The time schedule must be prepared in MS Project or a similar tool that clearly indicates key milestones, the relations and dependence between the various tasks and activities, the critical path of the project as well as actual progress vs. the foreseen schedule.

The project time schedule must include at least the following key tasks, activities and milestones:

- all six project phases and their key deliverables;
- all permits and procedures required to complete the project in accordance with the current law in the bidder's country, such as building permits (in the various stages), environmental/planning permits, user permits (running of generators, synchronisation of generator with the grid, fuel tank use, noise), etc.
- all tendering procedures, clearly indicating the various stages in the tender process and including the proposed contract award dates to the design contractor(s) and building contractor(s);
- contingencies for official protests or legal claims with regard to both the procurement process as well as the permits;
- the various design stages (conceptual, preliminary, definitive, working drawings);
- the construction schedule, clearly indicating the critical construction activities;
- the anticipated completion date;
- the organisation of test events;
- proposed final commissioning and handover date.

The time schedule must clearly indicate its key underlying principles with regard to the number of working days/week, number of shifts/day, number of unworkable days due to weather circumstances and other key factors that influence the time schedule.

### **Project investment budget and financing**

Bidders are required to submit a stadium investment budget for the full completion of the project, including:

- construction costs;
- fit-out costs;
- professional fees;
- financing costs;
- costs of acquiring land;
- supporting infrastructure costs;



- costs for permits;
- price escalation costs (inflation);
- contingencies.

If the project consists of various subprojects (e.g. main stadium and other infrastructure), information must be provided on the overall project (aggregate) as well as on each of the subprojects.

The contingencies must be sufficient to cover unforeseen project activities which would lead to a budget overrun and must amount to at least 5% of the total investment budget.

The proposed and agreed financing structure of the project must be provided on the basis of the total investment budget. Again, if various (sub)projects are proposed, the financing structure for each of the (sub)projects must be provided.

It should be noted that full and irrevocable financial guarantees for the entire project must be provided to ensure that sufficient financial resources will be made available at all times to complete the project.

### **Project quality**

In order to verify that the stadium project will meet UEFA's requirements for UEFA EURO 2016, bidders will be requested to submit (conceptual) design documentation relating to the proposed project.

For details, refer to the conceptual design and master plan in chapter 5.

### **Project organisation**

The following information must be submitted with respect to the project organisation:

- confirmation of the client organisation (i.e. the project owner);
- one single point of contact for UEFA for each stadium project;
- organigramme of the proposed client project team for implementation of the project;
- the proposed procurement strategy of the project.

### **Project information**

Bidders must propose an information plan for each stadium project. This plan must indicate how UEFA will be kept up to date with the progress of the stadium project.

## **Feasibility study**

As a first step in the stadium project, a feasibility study should be conducted, analysing the financial and technical feasibility of the stadium.

The financial feasibility study will analyse the required investment costs of the stadium and set these off against the future revenues generated by the stadium minus the operational and financing costs.

The technical feasibility study analyses whether the proposed project is technically feasible, based on proven construction technologies and the characteristics of the site (size, ground conditions, etc.).

UEFA requires written confirmation that the proposed project is both financially and technically feasible.



## Site analysis

The stadium site and its characteristics are essential to the organisation of UEFA EURO 2016. Therefore the stadium site must be confirmed at the time of the submission of the bid dossier.

The following information must be provided with regard to the site:

- Confirmation of ownership of site;
- Geographical data (size, colour pictures, topographic and satellite maps);
- Planning and zoning restrictions (zoning map) with regard to the site;
- Connections to public utilities;
- Accessibility of the site;
- Geotechnical data with regard to the site if this may pose construction or other forms of risks.

## Programme of client requirements and business plan

The programme of client requirements is the most essential document to be delivered upon completion of the definition phase of the project. It describes all client requirements with regard to the project, whether spatial, functional or technical requirements, and it forms the basis of the designers' work to design the building in accordance with the client's wishes and requirements.

With regard to client requirements, external as well as internal requirements can be distinguished. The external requirements include the UEFA stadium requirements for UEFA EURO 2016. The internal requirements are set by the client itself with regard to the project and relate to how the stadium will be used after UEFA EURO 2016.

This future use should be based on a business plan for the stadium which, using market research, analyses the possibilities of using the stadium for non-football events, conferences, stadium tours etc., as well as issues such as the inclusion of retail facilities inside the stadium, for example.

As stated above, post-tournament legacy is an important element in the assessment of the bid dossiers.

To this end, the bidders must provide specific information on how the stadium will be used after UEFA EURO 2016 and the related functions:

- details of the core user(s) of the stadium;
- type and projected number of football matches per annum;
- type and projected number of major non-football events per annum;
- type and projected number of small events per annum (e.g. conferences);
- type of other functions to be included in the stadium (e.g. museum, merchandise shop, hotel, other retail outlets, etc.);
- overview of the spatial, functional and technical requirements of the above.



## Conceptual design and master plan

In order to verify that the stadium project will meet UEFA's requirements for UEFA EURO 2016, bidders will be requested to submit (conceptual) design documentation relating to the proposed project.

This documentation must be in the format prescribed and includes:

- stadium level maps (essential floor plans);
- stadium cross sections;
- stadium overview maps (master plan);
- stadium seating plan;
- c-value analysis and viewing distance analysis;
- television camera positions map;
- net capacity calculation;
- stadium maximum safe capacity;
- access, egress and evacuation strategy;
- details on the rake of the tiers, tread depth and seat sizes;
- specification and location of fan welfare facilities, including facilities for all forms of disabled spectators;
- room book.

## Future stadium operation and management

Last but not least, information must be provided about the future operation and management structure of the stadium:

- who will be the future operator(s) of the stadium?
- organigramme of the operator;
- information about the stadium catering strategy;
- information about the stadium cleaning and waste strategy;
- details and budget of the proposed staff training programmes until 2016.



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## Ground Transport



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## 1. General considerations

The efficiency of the host country's transport system will be key to the success of UEFA EURO 2016. All transport facilities in the host country (including airports, railways and road networks) will need to be integrated with the event facilities (stadiums, team base camps, UEFA headquarter hotels, IBC, stadium media centres, parking facilities) to form an efficient transport and traffic management concept. This concept must enable teams, officials, guests, media representatives, sponsors, suppliers and spectators to enjoy a maximum degree of mobility within the host country as well as efficient access to UEFA EURO 2016 events.

Taking into account the size and importance of the event, consideration should be given to transport system continuity from the visitor's home destination all the way to the stadium and host city accommodation. This requires a four-level approach to planning and operating a seamless transport system:

- international transport to and from the host country;
- national transport within the host country;
- host city transport;
- UEFA EURO 2016 stadium last kilometre accessibility.



## 2. Transport to the host country

Significant numbers of supporters and visitors will travel to and within the host country during UEFA EURO 2016. These numbers depend on a wide variety of factors, such as stadium capacities, the participating teams, the offer of public viewing areas (fan zones) and side events, the host country's attractiveness, the accommodation supply and, last but not least, the accessibility and capacity of air and ground transport systems.

Irrespective of the means of transport (air, road or rail) chosen by the visitors, it is essential that the host country relaxes its entry and exit procedures in order to avoid excessive waiting times at border crossings.

### 3. Transport within the host country

The host country must have a modern, well-developed, high-quality transport infrastructure that links each host city. Travel between host cities should be convenient and travel times should be reasonable.

The following requirements are essential regarding public transport in the host country:

- sufficient capacity and frequency of trains linking all host cities during the tournament;
- sufficient 24-hour public transport services between host cities, especially on matchdays.

The following requirements are essential regarding the road system in the host country:

- modern, well-developed, high-quality road network;
- host cities connected to the main highway and express road system;
- no major construction sites during the tournament, which could affect pre- and post-match traffic.

In large countries, the system of domestic and international airports may also play a significant role in complementing rail and road transport systems. As airport capacities are often limited, international air traffic will, where possible, need to take priority during the tournament. See Sector 10 for further information on this subject.

Consideration should also be given to offering free or reduced fares on the national rail system to all match ticket holders. Such measures help to spread and facilitate the spatial distribution of accommodation and tend to increase tournament conviviality.

### 4. Host city transport

#### General and public transport

To cope with large-scale event transport and traffic pressures, each host city should have a well-developed, high-quality public transport system linking the stadium to the city centre, the host city airport, railway stations, other important transport hubs as well as main hotel and accommodation areas inside and within a 100km radius of the host city. Travel times must be short and public transport system capacity should be high enough to move spectators, officials and media representatives safely and efficiently from the stadium to the city centre in less than 75 minutes.

The airport/stadium link should be at the centre of a special UEFA EURO 2016 city transport plan, which should also include all other key tournament activity centres, major hotel precincts and other accommodation areas.

Consideration should also be given to offering free or reduced fares to all match ticket holders at city or regional level. In some countries, national free rail ticket privileges apply to metropolitan or general public transport networks.







### Public viewing and fan zones

An important factor to be taken into account in terms of host city transport needs is the public viewing phenomenon. Thousands of visitors without tickets will travel to the host cities to soak in the atmosphere and watch the match in public viewing areas provided in the city centre and elsewhere in the city. Such non-ticketed crowds often arrive in unpredictably large numbers exceeding the stadium capacity. They have a considerable impact on the international, national and city transport networks and should be integrated into transport and traffic planning as an integral part of hosting the tournament.

### Park and ride systems and other traffic measures

In order to ease the transport pressure on the host city, an efficient and high-capacity park and ride system should be considered. Host cities should also be prepared to agree and implement special solutions for the tournament, such as temporary reserved transport lanes and temporary road closures to create space for extended pedestrian areas or public transport malls.

### Host city mobility concept and integrated traffic command

Generally speaking, bidders will need to submit a city mobility concept integrating all transport providers and defining all the required traffic management policies set out above in close cooperation with security services and the city police authorities. If an existing global city traffic command centre is available, it should be strengthened for the event and tested at a major preliminary event in the host city stadium. If it does not exist, a temporary traffic and security command, control and communication structure should be set up. This should also be fully tested at least three months prior to the tournament.



## 5. Stadium accessibility and traffic management

Each host city transport plan should particularly focus on the stadium. Each stadium must have transport and supply service infrastructures capable of handling large numbers of people, goods and logistical services in short periods of time.

Stadium facilities such as spectator entrances, bus and car parks, VIP areas, logistical service areas and security concepts, all means of public transport such as metropolitan, suburban and underground trains, trams and buses and regional transport links must interact in a seamless manner in order to ensure that the matches can proceed smoothly from an organisational perspective. To this end, transport managers, traffic police, the security agency in charge and stadium traffic supervisors must be in permanent communication. Support from the relevant government and its departments and agencies should be guaranteed.

In the case of a new or refurbished stadium, all logistical, security and traffic systems must be tested well in advance of the tournament at a large-scale event that also incorporates all accreditation and ticketing systems.





## Airports



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## 1. Introduction

The role of the host city airports and their ground transport connections to the relevant host city and stadium are fundamental to the organisation of a successful tournament.

Many supporters will arrive and depart by air during the 10 hours immediately before and after a match. It is therefore essential that the host city airports are within easy reach (not more than 2 hours by fast, reliable, high capacity ground transport) of the city centre and stadium. Host city airports may be supported by other airports (“support airports”) which must also have good transport connections.

## 2. Passenger processing

During the final tournament, airports will be required to process large numbers of passengers arriving and departing within short time periods. In order to facilitate this, airports may have to provide extra facilities and staff (at their own expense).

Below are some estimates based on previous tournaments:

	City not centrally located in Europe	City centrally located in Europe
Supporters using airline as a percentage of the stadium net capacity	50–65%	10–20%
Supporters arriving by air 10 hours or less before and leaving by air 10 hours or less after the match	40–80%	40–80%

The percentage of supporters travelling by air is influenced by:

- the distance between the home country of the supporter and the host city;
- international and national fast train availability;
- international and national motorway availability.

The percentage of supporters arriving and leaving by air during the 10 hours immediately before and after a match is also related to:

- tourist attractions of the city and its region;
- accommodation availability.

For each match, two groups of fans will be arriving/departing during a similar time span. The airports will therefore have to demonstrate to UEFA that they are able to provide adequate methods of segregation should this be deemed necessary by the police.

Large numbers of buses will be used to transport passenger groups from each airport to the host city and the stadium. The airports must therefore ensure that provision is made for parking the buses close to the terminal building during flight arrival and departure times and that well indicated pick-up and drop-off areas are made available.

## 3. Slots and aircraft parking

In order to facilitate the large number of extra flights, it is essential that the capacity of the airports is maximised. The airport operator must ensure that sufficient spare capacity is made available on matchdays to ensure that the demand can be managed.

It should be noted that many flights, particularly departures after a match, may wish to operate late at night or early in the morning. Therefore, negotiations with governments/regulators and appropriate bodies need to take place to ensure that any slot restrictions and night bans are lifted to facilitate the arrival and departure of flights.





It is anticipated that large numbers (up to 100) of charter and executive aircrafts will park at the airports on matchdays. The airports should ensure that special arrangements are established to accommodate this demand and that VIP traffic can be fully accommodated.

All aircraft should be parked in such a way that they are able to meet their scheduled departure times after the match and any delays are minimised.

#### 4. Airport developments

Brief details of any plans to specifically enhance facilities for the tournament or construction projects that will be completed and operational prior to the tournament should be submitted to UEFA on the attached technical information sheet.



#### 5. Teams, UEFA family and UEFA key target groups

Preferential treatment should be arranged at each host city airport for the national team delegations, UEFA officials, UEFA guests and people involved in the tournament organisation in order to enable them to arrive and depart in an expeditious manner.

The airports also need to provide, free of charge, facilities for UEFA VIP welcome desks in the airport arrivals area and near VIP parking.

The airports will also be required to provide an inventory for the UEFA partners to purchase advertising and promotional space, either directly or through the agency(ies) managing the inventory.

#### 6. UEFA airport agreement

On 1 July 2009, a standard airport agreement will be provided to each bidder. This agreement, containing general clauses regarding operational and commercial matters, will need to be duly signed by each host city airport and sent back to UEFA with the bid dossier.





## Accommodation and Training Centres



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## 1. General principles

In terms of accommodation, a bid dossier will be evaluated on the following criteria:

### Market capacity

A substantial number of hotel rooms and other accommodation facilities must be available in each host city and its surrounding area in order to satisfy the anticipated demand from foreign supporters and visitors (see chapter 2 below) as well as from UEFA's key target groups (see chapter 3). The demand in any host city will depend on many factors, including the geographical location and attractiveness of the host country and the host cities, the efficiency of the host country's transport system, the size of the respective stadium, the availability of public viewing opportunities, the participating national teams and the match schedule.

In any case, it is necessary to ensure that all rooms needed are grouped in as few hotels as possible.

### Variety of accommodation

There will be demand for a wide variety of accommodation across the different user groups that will attend or participate in UEFA EURO 2016. As a result, each host city must offer varied accommodation possibilities, ranging from 5-star hotels to simple camp sites (see hotel rating guide in chapter 5).

### Price level

The price of accommodation plays a key role in the overall accommodation proposal since it can have a crucial influence on guest numbers. It is important for the bidder to ensure that hotels accept the principle that they will maximise their UEFA EURO 2016 returns by adopting moderate price levels that will not discourage potential guests from travelling to the host country. In general terms, any change on the average 2009 price levels should be aligned with the change in the consumer price index in the host country.

The bidder together with the local authorities shall use its best endeavours to ensure that the room rates payable by the relevant target groups conform to relevant market rates.

In general terms, any change on the average 2009 price levels should be aligned with the variation in the consumer price index in the host country as reported in the EU's *Harmonized indices of consumer prices*.

### Hotel specific terms and conditions

It is also important that hotels and other accommodation providers do not impose onerous terms and conditions during UEFA EURO 2016, such as the enforcement of minimum overnight stays.

### Hotel specific know-how

In order to efficiently guarantee accommodation requirements, UEFA recommends that the bidder consults a hotel specialist of its choice to assist in identifying and securing the required allocation of hotel rooms. It is important to point out, however, that such consultation must not result in any obligations for UEFA, the host association or the local organising company to continue the cooperation after appointment of the host, as UEFA may appoint an accommodation agency to manage the rooms.

## 2. Accommodation requirements for visitors and supporters

Significant numbers of supporters and visitors will travel to the host country during UEFA EURO 2016. It is difficult to predict how many, as the figures depend on a wide variety of factors, as mentioned above. As a reference, approximately 600,000 foreign supporters visited Portugal during UEFA EURO 2004 and over 2 million visited Austria and Switzerland during UEFA EURO 2008.





Supporters require all levels of accommodation, from camp sites to 5-star hotels. Demand for accommodation in any host city is primarily focused on the days when matches are played in the respective host city.

### 3. Accommodation requirements for UEFA's key target groups

#### Overview

UEFA's key target groups play a major role in the tournament and their accommodation needs require special attention. Accommodation facilities are required both in the host cities and outside the host cities.

The following key target groups require accommodation in the host cities:

1. UEFA family
  - Officials and staff
  - UEFA host broadcast staff (including staff working in the IBC)
2. National teams (Team transfer hotel)
3. Other target groups
  - Commercial affiliates
  - Broadcast partners
  - Corporate hospitality guests
  - Media partners
  - UEFA suppliers

The following key target groups require accommodation outside the host cities:

1. National teams (Team base camps)
2. Referees and doping control officers

Please note that the numbers below are merely indicative and may vary greatly, depending on the characteristics of the host country (e.g. geography and transport infrastructure) and the organisational set-up for the tournament.

#### Requirements in the host cities

##### General requirements

The key target groups that require accommodation in the host cities (as listed above) should be allocated hotels which provide fast and convenient access to the respective stadium (maximum 45 minutes by bus/public transport). They will require the following number of hotel rooms on match days:

- |                                       |               |
|---------------------------------------|---------------|
| • Opening match                       | approx. 4,000 |
| • Group matches (excl. opening match) | approx. 2,600 |
| • Round of 16                         | approx. 2,800 |
| • Quarter-finals                      | approx. 3,200 |
| • Semi-finals                         | approx. 5,500 |
| • Final                               | approx. 7,200 |

For the above-mentioned room allocations, the following quality level is required:

- minimum 75% of all hotel rooms in 5- and 4-star hotels
- maximum 25% of all hotel rooms in 3-star hotels



In addition to the above mentioned rooms, 900 4-star hotel rooms and 100 self-catering apartments for staff working in the International Broadcast Centre (IBC) will be required in the host city in which the IBC is set up by UEFA.

### Specific requirements

Some of the target groups require specific facilities and services in order to properly fulfil their tasks. A non-exhaustive overview is given below. Please note that the room requirements for those target groups are part of the overall allocation set out above.



### UEFA headquarter hotels for the UEFA family

In each host city, UEFA requires a 5-star hotel for its officials and staff, which will serve as UEFA's headquarter hotel in that host city. These hotels should be reserved for the use of UEFA and the local organising company and, in particular, should not be used to accommodate participating teams, media representatives or fans. They should be within easy reach of the stadium and airport by public transport, but also provide access to entertainment in the host city (restaurants, museums, parks, leisure facilities) in an attractive area.

The number of rooms will vary, depending on a variety of factors, including the match schedule and the official events taking place in the relevant host city. Most of the rooms in the UEFA headquarter hotels will be required in the city hosting the opening match (150 bedrooms on a permanent basis and 300 rooms on the days surrounding the opening match) and in the city hosting the final (150 bedrooms on a permanent basis and 500 rooms on the days surrounding the final). These two main UEFA headquarter hotels might also be used as base camps from where staff and officials may travel to matches in other host cities if air and public transport connections are sufficiently flexible.

At the UEFA headquarter hotels in the other host cities (so-called mini headquarter hotels), a minimum of 20 bedrooms will be needed on a permanent basis and 60 bedrooms on the days surrounding a match.

In addition to these room requirements, the following facilities are needed:



- meeting and working facilities of at least 2,000m<sup>2</sup> in total at the main UEFA headquarter hotels and at least 700m<sup>2</sup> at the mini headquarter hotels;
- parking facilities and drop-off points for buses and cars.

#### Team transfer hotels for national teams

The day before each match, the delegations of both national teams will move from their team base camp in the countryside to a team transfer hotel in the host city. The teams will occupy this hotel for at least one night, although some teams will stay for two nights if they do not want to move back to their team base camp immediately after the match. Therefore, two team transfer hotels must be provided in each host city.

The requirements for the team transfer hotels are, in principle, the same as for team base camp hotels (see chapter below), with the following exceptions:

- team transfer hotels must be located within easy reach (max. 30 minutes by bus) of the respective stadium;
- team transfer hotels must be located in a quiet district of the host city and away from any fan zone activities;
- the two team transfer hotels in each host city must be of an equal standard, minimum 4-star;
- team transfer hotels are not required to have substantial leisure facilities.

In addition, each team will require access to a team transfer training centre in the host city, i.e. two appropriate facilities need to be made available. The team transfer training centre should be within easy reach of the team transfer hotel and the stadium.

#### IBC accommodation for UEFA host broadcast staff and broadcast partners

Accommodation for IBC-related staff will be required for the whole duration of the tournament in the host city in which the IBC is set up by UEFA. The following facilities will be required:

- around 900 4-star hotel rooms for host broadcasting staff and Unilateral Broadcast Partners, a combination of centrally located hotels no more than 10km/30 min transport time from the IBC, preferably with some hotels within walking distance of the IBC;
- around 100 self-catering apartments with on-site parking from March to July.

### Requirements outside the host cities

An adequate selection of suitable hotels must be provided outside the host cities, to be used to accommodate participating teams and certain officials (referees, doping control officers) during the whole period of the tournament. These hotels must be located near an airport and/or a railway station with a direct connection to the host cities.

#### Team base camps for national teams

The participating teams require accommodation and training facilities in the host country for the duration of the tournament. In general, the participating teams arrive at the team base camp at least five days before their first match.

A team base camp consists of a 4-star or 5-star hotel providing a very high standard of comfort, privacy and security and a training center close to the hotel (no more than 20 minutes by bus).

In order to allow teams to choose the location and style of hotel that suits them best, bidders are required to propose 48 potential team base camps throughout the host country (24 per host country in case of a joint bid), each meeting the respective criteria. It is important to note, however, that national teams will be free to arrange their own accommodation and training facilities. As a result, the team hotels and training centres proposed by the successful bidder in its bid dossier will not necessarily be used for UEFA EURO 2016.

The requirements for the team base camp hotels are:



- Within easy reach (max. 1 hour) of an airport that can service a 100-seat aircraft;
- Most of the proposed hotels should be 5-star, but a few 4-star hotels should be made available for cost-conscious national teams;
- Hotels should have decent leisure facilities (gym, swimming pool, pool tables, etc.) and access to relaxation areas nearby (parks, etc.);
- A minimum of 70 rooms should be available at each hotel;
- Absolute privacy with segregated entrances and walkways is required;
- Existing hotel infrastructure must make it easy to secure the premises;
- Hotels should offer a minimum of four meeting rooms (at least 80m<sup>2</sup> each) and additional possibilities to install offices and medical treatment rooms;
- Hotels should offer flexible food arrangements and allow the national team's chefs to use their kitchens;
- Hotels should have a drop-off point for buses and offer parking facilities.

The requirements for the team training centres are:

- Within easy reach (max. 20 minutes by bus) of the associated team base camp hotel;
- Exclusive use of the training centre for the respective team throughout its stay in the team base camp;
- At least one top quality regulation-sized pitch (105m x 68m);
- At least one grandstand or seating area, which should be separated from the pitch, accommodating a minimum of 2,000 and preferably more than 5,000 spectators and media representatives at open sessions;
- One dressing room measuring 100m<sup>2</sup> with benches and clothes hanging facilities for 25 players, toilets, showers and a modern infrastructure;
- One changing room measuring 24m<sup>2</sup> for coaching staff with benches, clothes hanging facilities for six people, toilets, showers and a modern infrastructure;
- One medical treatment room measuring 24m<sup>2</sup> with related equipment;
- Best possible training facilities in a clean, safe and protected environment; the training facilities should ideally be fenced off, with only a few entrances; the fencing should be at least 2m high and covered with dressing material;
- It must be possible to implement strict security measures inside and outside the training centres;
- Closed training sessions must be possible; in other words, it must not be possible to watch and/or film training sessions from outside the training centre (e.g. from a tall building);
- The training centre must be equipped with a state-of-the-art floodlighting system in order to host evening training sessions; lighting must uniformly cover every area of the playing field;
- Press conference room with at least 100 seats;
- The entire training centre must fully comply with the clean site principle.

#### UEFA referees' base camp hotel

The team of referees, along with their assistants, officials and medical and administrative staff, will stay at the referees' hotel selected by UEFA for the entire duration of the tournament. Similar to the team base camps this hotel must offer the highest standards of comfort (5-star hotel). It must be close (max. 1 hour) to an international airport and/or railway station with a direct connection to the host cities. Privacy in the hotel must be guaranteed. Entertainment (parks, leisure activities, golf, tennis, relaxation areas, fitness centres, bars and restaurants, cinemas, museums, etc.) should be available nearby.





Access to a training centre with an athletics track and state-of-the-art training facilities in a clean, safe and protected environment is also required. The training centre must be within easy reach (maximum 20 minutes by bus) of the referees' hotel.

The following number of rooms will be required at the referees' hotel:

- from five days prior to the opening match until the end of the group matches: a maximum of 120 rooms;
- from the completion of the group matches until the completion of the round of 16: approximately 80 rooms;
- from the completion of the round of 16 until the completion of the quarter-finals: approximately 60 rooms;
- from the completion of the quarter-finals until the completion of the semi-finals: approximately 40 rooms;
- from the completion of the semi-finals until the end of the final tournament: approximately 25 rooms.

In addition, meeting facilities and/or offices measuring approximately 700m<sup>2</sup> in total are required.

#### Doping control officers' hotel

The doping control officers will require a high standard of accommodation in a 4- or 5-star hotel located near the official laboratory. This hotel will also need to be situated close to an airport and/or railway station with a direct connection to the host cities in order to ensure that doping control officers have immediate access to efficient transport to travel to matches.

Approximately 20 rooms are required for the duration of the tournament, as well as space for offices (approximately 150m<sup>2</sup>).

## 4. Hotel reservations

Hotel room availability and pricing is a key factor to the success of UEFA EURO 2016. In order to secure a sufficient number of suitable hotel rooms at a fair market price for UEFA's key target groups as described above, the bidder is requested to submit signed hotel reservations. The reservation conditions will include, without limitation:

- Cancellation without penalty of all room nights until 1 June 2015
- No minimum overnight stays
- Fair market price to be negotiated on the basis of similar seasonal prices and official indexes used in the national hotel business.

By 1 July 2009 the candidates will be provided with a hotel reservation form for the fulfilment of this requirement.

## 5. Hotel rating guide

The hotel ratings used in the "Germany Hotel Classification Criteria 2005–2007 for hotels in the 3–5 Star Hotel categories" are used in this document. The same hotel ratings should be taken into account by the bidder when sourcing the required hotel rooms. In summary, the following criteria apply:

### **Five Star (\*\*\*\*\*) – Accommodation for the highest demands**

- Single rooms 18m<sup>2</sup>, double rooms 26m<sup>2</sup>, suites
- Air conditioning
- Reception open 24 hours, with concierge
- 24-hour meals and drinks with room service
- Minibar
- Internet PC in the room on request
- Qualified IT support service





- Restaurant and bar
- Laundry and ironing services within 12 hours
- Luggage service
- Credit and/or debit cards accepted

**Four Star (\*\*\*\*) – First class accommodation for high demands**

- Single rooms 16m<sup>2</sup>, double rooms 22m<sup>2</sup>
- Air conditioning
- Minibar or 24-hour room service
- Internet access
- Laundry and ironing services
- Restaurant and bar
- Credit and/or debit cards accepted

**Three Star (\*\*\*) – Comfortable accommodation for standard needs**

- Single rooms 14m<sup>2</sup>, double rooms 18m<sup>2</sup>
- Reception open 12 hours; 24 hours on-call
- Seats in reception
- Beverages available in rooms
- Credit and/or debit cards accepted
- Restaurant
- Bilingual employees





## Technology Infrastructure



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## 1. Introduction

The success of an event like UEFA EURO 2016 depends to a large extent on the ability to deliver efficient, scalable, reliable telecommunications infrastructures that meet the latest technical standards and allow optimal voice, data and video communication flows. As a result, the host country must have a state-of-the-art infrastructure with dedicated fibre optic networks. Due to the rapidly evolving nature of telecommunications technology, precise requirements cannot be specified at this stage. However, UEFA will assess the current telecommunications infrastructure in each bidder's country by examining the information provided by the bidder in its reply to the questionnaire.

## 2. Scope

The technological services are deployed for UEFA staff, media and broadcasters as well as for some third parties. These services are deployed in the stadium perimeter (inside and outside buildings), regional headquarters, airports, railway stations, draw locations and in some accommodation types (this list is not exhaustive).

The technology infrastructures include:

- Data communications networks and services
- Voice communications networks and services
- Video and Audio services (VandA)
- User systems (hardware, software and services)

In order to give an overview of quantities required at each location, a rough estimate of overall needs for EURO 2016 is given below; these figures are based on what has been delivered at previous events with the technology available at the time.

**Form 2.1** Number of ports for data communications

	LAN ports for				Internet ports delivered via xDSL	
	Staff		Third parties (Internet usage only)		Wired	Wireless
	Wired	Wireless	Wired	Wireless		
Per site (incl. stadium)	120	120	910	520	20	10
Per regional headquarters	25	60	10	0	0	0
Per mini headquarter hotel	10	10	10	0	0	0
IBC	330	100	90	70	70	0
Other locations (airports, railway stations, etc.)	80	0	40	10	0	0
Grand total*	1 610	1 370	8 410	4 760	250	90

Based on 9 stadiums, 2 regional headquarter hotels and 7 mini headquarter hotels



**Form 2.2** Number of ports for voice communications

	Voice communication services						
	Trunk radio	Corporate telephony devices	Mobile phone and SIM cards	ISDN lines		Analogue lines	
				With phone	Without phone	With phone	Without equipment
Per site (incl. stadium)	210	70	-	50	200	90	10
Per regional headquarters	0	20	-	0	0	0	10
Per mini headquarter hotel	0	10	-	0	0	0	5
IBC	60	260	-	10	170	100	30
Others locations (airports, railway stations, etc.)	0	50	130	0	0	0	10
Location independent services	0	0	2 000	0	0	0	0
<b>Grand total</b>	<b>1 950</b>	<b>1 050</b>	<b>2 130</b>	<b>460</b>	<b>1 970</b>	<b>910</b>	<b>185</b>

**Form 2.3** Capacity of data and video networks

<b>WAN capacity at the stadium</b>	
Data transmission	Above 2Gbit/s, redundant
Video transmission	Redundant STM-64
Centralised services	
Internet access per country	Above 1Gbit/s, redundant





## International Broadcast Centre



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## 1. Introduction

The International Broadcast Centre (IBC) is the hub of all broadcast operations at a major international sporting event. It houses the core broadcast operations and personnel and provides the focal point for all television and radio operations.

Every feed from every stadium is sent to the IBC, where it is monitored and distributed to the Unilateral Broadcast Partners (UBPs) for transmission to their own countries. The UBPs also base a large proportion of their unilateral operations at the IBC, so the building is critical in ensuring that the broadcast of the event reaches the world.

The IBC serves as the headquarters of the host broadcaster during the final tournament and will preferably be situated in the city where the final will be played, to ensure total synergy and efficiency for all broadcasters and users. For UEFA EURO 2016 UEFA will act as the host broadcaster

The final location of the IBC will depend on a detailed consideration of all the criteria listed in section 2 and UEFA reserves the right to seek and investigate alternative facilities or proposals if necessary.



The building needs to be able to accommodate everything from television studios, production areas and offices to shops, restaurants and other ancillary services.

The IBC should contain an exhibition hall with at least 15 000 m<sup>2</sup> of usable space. Final space requirements will be confirmed by UEFA in conjunction with the host broadcaster.

The building needs to be fully air-conditioned and the temperature and air flow need to be manually adjustable. Additional air conditioning will be installed by UEFA for television studios and other critical areas. Normally the air conditioning supplied will need to be connected to the local water supply.

Power needed from the local city grid will be in excess of 750 kVA to 1 MW and additional generators will be installed by UEFA to supply adequate back-up technical power to critical areas within the IBC.



The host broadcaster (UEFA HB) will have responsibility for the design, construction and management of the IBC.

Construction normally starts 90 days prior to the opening match and dismantling is complete 21 days after the final.

## 2. Basic assessment

The following main criteria are taken into consideration when selecting a suitable location for an IBC.

### Technical facilities

The IBC needs the following facilities:

- Available space (minimum 15,000m<sup>2</sup>) in exclusive use
- Planned construction/renovation before the event
- Local power
- Back-up power
- Floor load capability
- Sufficient roof height
- Site security options
- Satellite farm space of 800m<sup>2</sup>

The satellite farm needs to be adjacent to the IBC and supplied with technical power.



It is the area from which mobile or fixed earth stations can up- or down-link to domestic and international satellites. It is therefore essential that there is an unrestricted view from the satellite farm in



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order to be able to reach the satellites. Final positioning of the satellite farm will depend on this unrestricted view.

### On-site support facilities

- Catering areas need to be able to cater for at least 500 people per day at peak times, with high quality varied international cuisine.
- Possibility to contract with our own caterer.
- Common space for foyer services (approx. 1,000m<sup>2</sup> will be needed to provide common services such as a local tourism booth, travel agency, post office, courier company, news kiosk, internet corner, café, etc.).
- Pre-build office space facilities (up to 200m<sup>2</sup> of existing office space is required for supervision of construction, installation and de-rig).
- Toilets and waste (on-site cleaning company to manage).
- Health centre/doctor (30m<sup>2</sup>).
- Storage space (approx. 2,000m<sup>2</sup> of dry, lockable, ground floor storage space, accessible by forklift, trolley and truck).
- Freight management and handling equipment (local or on-site handler required for managing deliveries, storage and onward freight movements).
- Vehicle checkpoint (150m<sup>2</sup> outdoors, but with cover/weather protection).
- Parking (secure on-site parking required for 40 vehicles for the full rental period, increasing to minimum of 300 vehicles for the main event period between end of May until beginning of July).
- Satellite farm space.

### Off-site amenities

The following amenities must be available within a 10 minute walk of the IBC:

- Restaurants
- Supermarkets/hardware stores
- Post office/bank/ATM
- Pharmacy
- Hospital
- Laundry

### Public transport

- In general, the city in which the IBC is located should have excellent road, rail and air connections to most, if not all, other host cities.
- The airport should be within a 45 minute drive and should be a major international hub connected to most European cities and some intercontinental destinations.
- The IBC needs to be easily accessible for cars and heavy goods vehicles and must be well signposted from local motorway junctions and local roads (if this is not the case, a process for temporary signage should be facilitated).
- Bus/tram stops and the nearest local commuter station should be within walking distance.
- It should be possible to reach the main railway station and city centre from the IBC within 30 minutes using public transport.



### Accommodation options

- Please refer to the Accommodation and Training Centres sector.

### Management cooperation and communication

- Ownership of facility
- Operating restrictions
- Exclusive contracts with local suppliers
- Possibility to communicate in English in writing and orally
- Service oriented, knowledgeable and professional

### Financial impact

- Facility rental cost and ancillary costs
- Possible significant extra costs for catering, storage, transport, etc.





## Fan Zones



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## Sector 14: Fan Zones

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## 1. Concept

The concept of public viewing at UEFA European Football Championship final tournaments will almost certainly continue to grow and has become a central part of the event outside the stadiums. It is important that this element of UEFA EURO 2016 is planned well in advance and in close coordination with the local organisers and host cities.

The core element of each fan zone is the live screening of all UEFA EURO 2016 matches (except concurrent matches) in a public viewing environment which is designed to be open for the entire event and free of charge for visitors. The objective is to ensure that the official fan zones appeal to all types of fans, young and old, as well as families.

The idea is to create official fan zones to cater for fans without match tickets who wish to participate in a mass public viewing experience in the host cities. It is important that the fan zones meet the highest possible standards of organisation, entertainment and public safety.

The principle will be to set up a minimum of one official UEFA fan zone in each host city.

The fan zones may differ in terms of size and content, possibly with fan zones focused just on live match viewing in all cities as a minimum and larger fan zones with match viewing and enhanced entertainment and experience in certain major cities, including for example cultural aspects, music or sport activities for the youth.

UEFA will work closely with the local organising company and the host cities and play an integral part in the planning, development, management and delivery of a number of official “basic” fan zones in the host cities and the major fan zone(s) in the capital city (cities in case of joint bid) of the host country (countries).

UEFA will discuss the provision of an infrastructure package for the official fan zones, including a giant screen, technical support and branding material, in agreement with the cities and in line with general commercial guidelines.



## 2. Location

Recent experience has shown that the principal factor of success for any fan zones is a central location, which is customary for gathering of crowds at major occasions (national day, celebrations, major sport events). Accessibility for the fans is another main requirement of the fan zone location. Easy access by foot and public transport is therefore essential.

The key to the success of the official fan zones is their location and the intention is to use prime, reasonably sized city-centre locations at the very heart of the host city. The safety and security of all visitors are also of paramount importance in the planning and management of the project.

The host cities should not run or permit to run any other public viewing or similar event than those organised with UEFA, unless UEFA has granted a public viewing event licence in that respect.

## 3. Infrastructure requirements

In addition to the basic area of land in the city centre, a number of key infrastructure elements are necessary to deliver the official fan zone concept.

The inventory of requirements will include provision of the following basic elements:

- Giant screen(s) and installation structure
- Technical support
- Stage
- Lighting
- Sound systems
- Production, mixing or editing facilities
- Security
- Perimeter fencing
- Utilities – power, water, etc.
- Telecommunications and internet access
- Refuse collection and cleaning
- Toilet facilities
- Emergency services
- Food and beverage service

## 4. Branding

UEFA will provide the overall brand concept, look and feel of the official fan zones in order to create a consistent and high quality image. This will reflect the UEFA EURO 2016 logo style and also be in line with the graphic standards manual created for the event.

In addition, UEFA will create a series of branding designs, including sponsor recognition, for UEFA's sponsors, to be used in the overall dressing concept of the official fan zones. These will include:

- Overall branding concept
- Branded giant screen surround signage
- Branded entrance gate dressing
- Perimeter fence dressing materials
- General generic signage designs
- Multi-sponsor signage layouts





## 5. Entertainment programme

While the main focus for the fans at the official fan zones will be the live screening of UEFA EURO 2016 matches, it is important to offer an entertainment programme to hold their attention and enhance the overall visitor experience outside the matches themselves. The entertainment programme should comprise the best possible mix of live acts and music, which may also include major opening and closing concerts involving well known musicians and local bands, as well as other musical performances and DJ music shows throughout the event. This requires close collaboration between the local organising company, the cities and UEFA.



## 6. Commercial obligations and restrictions

Each fan zone must comply with the clean site principle – that is no commercial branding can be present within the fan zone site, other than those companies which are part of the overall UEFA EURO 2016 commercial programme.

The overriding principle is that the UEFA commercial affiliates are protected from any competitive activity at all times within all fan zones.

In addition, food and beverage products must be sourced from UEFA's food and beverage sponsors, who will enjoy product exclusivity protection (see section 8 below).

## 7. UEFA commercial programme for host cities

UEFA will plan for a specific level of involvement outside of the global and national sponsorship programme for EURO 2016 in order to allow a certain number of entities (commercial or non commercial) to become involved in the host city promotion activities and the host city fan zones. The package of rights and opportunities will be defined by UEFA and these entities will have to conform to



all UEFA's guidelines and will have direct commercial association with the individual host city or the fan zone in that city as relevant, and not with UEFA EURO 2016.

## 8. Food and beverages

The provision of adequate food and beverage services to cater for the visitor numbers at any one time and which offer a range of competitively priced products is essential to the success of the official fan zones.

The UEFA food and beverage sponsors will have the opportunity to either sell or supply the products in their sponsorship product categories to the official fan zones exclusively. Any other food and beverages must be supplied and served on an unbranded basis. This concept will be developed by UEFA in discussion with the individual host cities.

## 9. Licensing

It is envisaged at this stage that only the UEFA EURO 2016 official retailer(s) may be offered rights to set up a retail operation to sell official licensed products under certain conditions in the official fan zones.

## 10. Media and promotion

The promotion of the official fan zones is one of the most important parts of the overall fan zone programme, as it is vital to communicate the fan zone location and entertainment programme to both the local inhabitants of the host city and travelling football fans.

The promotional campaign should adopt a multimedia approach which takes account of the need to communicate with travelling fans at airports and railway stations, as well as through local media in the city.

By attracting major local media companies such as local press and radio to participate as host city supporters, the effectiveness of this promotional element can be maximised.

UEFA will work closely with the individual host cities, the national associations of the participating countries, fan organisations and the international and local media across all media channels to maximise awareness of and attendance at the official fan zones.

## 11. Technical utility requirements

The following technical elements need to be provided by the host city:

### Domestic power

#### Source in the fan zone

The minimum requirements for the power source are the following:

- 300kVA for entertainment
- 500kVA for concessions
- 100kVA for other services

#### Support

From the start of the temporary installation to the dismantling stage, maintenance electricians must be on site seven days a week for the installation and support of the temporary installation.





## Uninterrupted power

### Source

Two generators running in parallel synchronised with the grid. The single generator power capacity could vary from 175 to 300kVA each, depending on the importance of the match.

### Distribution

In the fan zone, it is necessary to take into consideration the routes taken by the public, delivery vehicles and heavy machinery when laying accesses, cableways and distribution panels.

The elements listed below should be connected to the uninterrupted power supply:

- Giant screens
- Entertainment sound system
- Emergency lighting
- First aid

### Permits

The following permits will have to be delivered after the host is appointed:

- Running of generator
- Synchronisation of generator with grid
- Fuel tank use
- Noise
- Giant screens
- Size and quality
- Uninterrupted power

## Giant screens

The giant screens should be installed in sufficient quantities to allow comfortable viewing and should be compliant with the latest production technologies.

### Screen requirements

The screen sizes must be as follows in order to comply with the television production ratio (with a minimum of 720 pixels horizontally and 405 pixels vertically):

Pixel pitch	Horizontal	Vertical	Surface	Diagonal	Viewing distance	
					Minimum	Maximum
12mm	8.6m	4.9m	42.0m <sup>2</sup>	9.9m	22m	79m
16mm	11.5m	6.5m	74.6m <sup>2</sup>	13.2m	30m	106m
20mm	14.4m	8.1m	116.6m <sup>2</sup>	16.5m	37m	132m
30mm	21.6m	12.2m	262.4m <sup>2</sup>	24.8m	56m	198m
40mm	28.8m	16.2m	466.6m <sup>2</sup>	33.0m	74m	264m

### Power source

Uninterrupted plus back up power source in case of failure.



## Sound diffusion

### Zoning

The sound system should:

- plan for the phasing of sound from the giant screen
- allow independent control of the loudspeakers for each area;
- reach all areas of the fan zone;
- allow music to be played and announcements made at each individual gate.

### Quality

The sound system should:

- enable the spectators to enjoy the music and speaker interaction;
- enable the spectators to understand security announcements;
- have a Sound Transmission Index (STI) of 0.75-1.00 for the VIP section and 0.60-0.75 for the rest of the audience.

### Power source

Uninterrupted.

## Temperature control

### General

All areas listed below should be equipped with a permanent or temporary heating and cooling system designed to guarantee a minimum temperature of 21°C and a maximum temperature of 5°C below the outside temperature.

- First aid room



- VIP and corporate services, if any

All technical rooms should be kept under 18°C.

## Water

### Fresh water source

In the fan zone:

- For drinking water, a standard flow between 1.5 and 2m<sup>3</sup>/sec with a water pressure of at least 2.5 bar
- Quality test must be performed every matchday -1
- Non-drinking water (flush water) could be used for flushing toilets and other uses.

### Fresh water distribution

In the fan zone:

- A plumber will connect all additional temporary equipment
- Distribution circuit for drinking and non-drinking water (flush water) will be clearly identified
- Drinking water must be kept under 24°C

Quality standard:

- All installations must comply with the host country regulations and the European Drinking Water Directive (DWD) 98/83/EC (Dutch regulation).

Disinfection:

- Before disinfection, the water infrastructure must be cleaned with a foam cone. After cleaning of the temporary water infrastructure, the complete installation, including the existing water infrastructure, must be disinfected by a certified company. For the disinfection process, the temporary installation must be disconnected from the main supply point. The disconnected infrastructure will be filled with sodium hypochloride. The chloride must remain in the whole temporary infrastructure for at least four hours. The complete infrastructure must then be thoroughly flushed with at least three times the content of the installation at a minimum speed of 1.5m<sup>3</sup>/s. Continuous measurements must be taken until the chloride has been flushed out of the infrastructure.

Sampling:

- Twenty-four hours after disinfection, samples must be taken by a local certified laboratory. These samples must be taken at critical points such as the installation entry point, the end of the water line and just before toilet and kitchen units. The samples will be tested for Legionnaires' and bacteriological parts. The bacteriological samples will be used to detect levels of coliform, escherichia and enterococcus bacteria. The results for bacteriological samples will be known within three days and those for Legionnaires' samples within 12 days. These results will be communicated to the organiser.
- In general, warm water with temperatures between 24°C and 60°C can pose a risk to public health.

Water quality procedure:

- During the event, the local service engineer will measure the temperature of the drinking water two or three times a day, depending on the ambient temperature. A system must be implemented to guarantee a temperature not exceeding 24°C.



## Waste management

### Collection

The site should have at least one specific area for waste collection, easily accessible for the concessionaire and the collection truck.

### Treatment

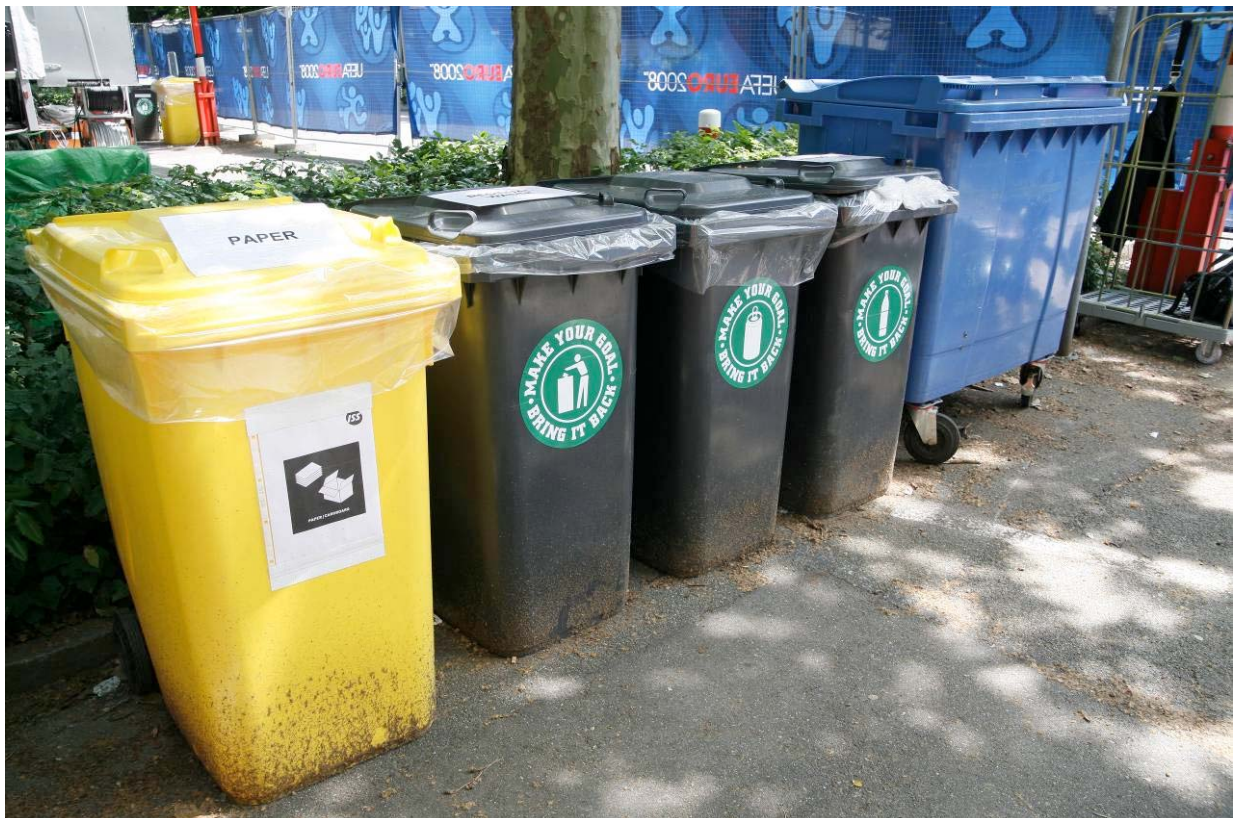
- Sorting must conform at least with the relevant city/country regulations. However, the organiser could define a more precise sorting system in order to comply with a UEFA EURO 2016 sustainability programme.
- Sorting should be carried out in the country in which the tournament takes place.

## Surrounding lighting

### General

The minimum lighting level for each area is given below:

- Public and delivery gates: 200 lux
- Public area in the fan zone 70 lux
- Technical areas: 150 lux





## Safety and Security



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## Sector 15: Safety and Security

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## 1. Introduction

UEFA European Football Championship final tournaments require one of the largest safety and security operations in the world. Preparations take many years and require intensive collaboration between host, participating, transit and neighbouring countries. Within the host country, national, regional and local governments need to work in partnership with private entities. Laws may need to be revised and strengthened so that the tournament can take place safely and securely. Departments, agencies, police and other emergency services, stadium management, private security personnel, stewards and many other organisations must be capable of staging full-scale integrated safety and security operations over an extended period of time.

The importance of safety and security must not be underestimated by the bidders. The integrated safety and security concept must, however, take into account the festive nature of the event. Safety and security should therefore be an integral part of the overall organisation from the very start of the planning process.

The integrated safety and security concept for the 2016 final tournament is based on the mutual understanding of responsibilities and tasks of both bidders and UEFA. The tasks of the bidders are:

1. to present a robust safety and security concept and vision;
2. to show an understanding of the capabilities required for hosting safe and secure sports events and to prove their ability to develop these in the period leading up to the event;
3. to demonstrate the existence of a strong safety and security partnership capable of meeting all requirements.

The task of UEFA is to determine the potential of the candidates to host a safe and secure UEFA EURO 2016. UEFA uses candidates' bid dossier information to assess their potential. UEFA therefore expects bidders to deliver the highest quality information on safety and security issues and capabilities. UEFA wishes to promote an evidence-based approach by bidders. For this purpose, information provided by them needs to be complete, factual and present a realistic picture.

The roles and responsibilities of bidders and UEFA in the bid phase are described in chapter 2. Chapters 3 to 10 give a detailed overview of criteria and indicators, providing bidders with clear terms of reference for hosting a safe and secure UEFA EURO 2016.

## 2. Roles and responsibilities

### Role of the host association

The host association (together with the relevant public authorities) will have full and exclusive responsibility for all aspects of safety and security relating to UEFA EURO 2016. They will bear all costs in relation to the measures taken with respect to the tournament unless otherwise agreed by UEFA on a case-by-case basis in respect of certain costs for private security matters.

In fulfilling this responsibility, the host association will have to draft and develop, together with the host authorities, an integrated safety and security concept for UEFA EURO 2016 that addresses the situation throughout the host country (including, without limitation, at airports and railway stations, in host cities and outside official sites) as well as inside each official site (including, without limitation, the stadiums and any fan zones). The aforementioned lists of locations are only indicative and should not be seen as exhaustive.

Although the host association has full responsibility for safety and security, it is acknowledged that it will not be able to fulfil such responsibilities without the close cooperation and proactive involvement of the relevant governments in the host country and their relevant departments and agencies.

As a result, the host association's and host authorities' integrated safety and security concept must outline the roles of central, regional and local government, the various agencies involved, police and other law enforcement and emergency services, stadium management, private security personnel,

stewards and volunteers. The host association and host authorities will have to confirm that they and all parties are committed to fulfilling their roles as so outlined.

The host association's and authorities' integrated safety and security concept must be based on the safety and security traditions and practices of previous UEFA European Football Championships, identified good professional practice, the host country's previous experience and the security laws, regulations and guidelines applicable in the host country. In addition, the security concept must incorporate the minimum requirements set out in the UEFA Safety and Security Regulations.

Each bidder will be required to provide a written guarantee acknowledging and agreeing to fulfil its responsibilities in respect of safety and security should it be appointed as the host association. The host association's and host authorities' obligations in respect of safety and security will also be included in the staging agreement.

### Role of the government and public authorities

The full support and proactive involvement of the governing authorities that are responsible for domestic security in the host country and their relevant departments and agencies will be indispensable to ensuring the smooth operation of UEFA EURO 2016 and the fulfilment of the host association's obligations in respect of safety and security. Such authorities must take all necessary measures to guarantee the safety of all designated and other people attending UEFA EURO 2016 events in the host country throughout UEFA EURO 2016. These measures must comply with the UEFA Safety and Security Regulations and other identified good practices. In no circumstance will UEFA bear any responsibility or costs in respect of these measures.

Each bidder must ensure that each of the relevant governing authorities, departments and agencies in its country provides a written guarantee confirming that it will take all such measures, undertake the responsibilities allocated to it in the relevant bidder's integrated safety and security concept and bear all of the associated costs. This guarantee must include an acknowledgement that UEFA will have no obligations in relation to such safety and security measures at any time in connection with UEFA EURO 2016 and that UEFA will not bear any liability towards the relevant governing authorities, departments and agencies for any of the related costs for such safety and security measures.

### Role of UEFA

UEFA will review the integrated safety and security concept produced by the host association and host authorities and make any comments that it considers appropriate. The host association will have to consider UEFA's comments in good faith.

UEFA may agree on a case-by-case basis to reimburse the host association in respect of certain costs for private security matters. However, UEFA will not have any responsibility or bear any liability in respect of safety and security at UEFA EURO 2016 for any reason whatsoever at any time notwithstanding any agreement to reimburse the host association for such private security costs from time to time.

## 3. Safety and security concept

Each bidder, in close cooperation and partnership with the relevant public authorities and private partners in its country, must present an integrated safety and security concept for UEFA EURO 2016.

This concept must detail the various roles and responsibilities of all the parties involved, such as central, regional and local governments, the various agencies involved, police and other law enforcement and emergency services, stadium management, private security personnel, stewards and volunteers. Evidence of a coordinated and integrated approach to safety and security is of paramount importance.

The integrated concept should take into account the relevant country's security-related experience from previous major events (whether sports-related or not) held in the country, the traditions and practices of previous UEFA European Football Championships, identified good professional practices as well as the security laws, regulations and guidelines applicable in the bidder's country.



A bidder's security concept must address the following areas:

1. Risk analysis
2. Capabilities to host UEFA EURO 2016
3. Organisational structure
4. Action plan
5. Budget

Finally, the importance of generating a positive media image of the tournament cannot be underestimated. Creating a welcoming atmosphere for foreign visitors is crucial to minimising public order risks and to making the tournament a great national and football occasion. The host population has a major role to play and should be reassured that the overwhelming majority of visiting supporters will not be hooligans but football-loving tourists. The host population should be encouraged to perceive the tournament as a great opportunity to join in the festivities, demonstrate their hospitality and make the tournament a memorable occasion for all concerned.

## 4. Risk analysis

### Methodology

Bidders are free to use any methodology they consider appropriate. The following sub-criteria will be used by UEFA to assess the risk analysis and methods adopted by the candidates.

- Quality of the methodology adopted by bidders to assess threats and risks
- Integrated approach to risks and systematic coverage of all relevant risks in the entire UEFA EURO 2016 “theatre of operations”<sup>1</sup>
- Realistic estimates of the incidence and likelihood of risks, based on up-to-date findings from recent comparable sports events (UEFA and FIFA tournaments in particular) and sound, accurate information pertaining to the bidding country or countries.

High marks are more likely to be awarded where bidders show a realistic understanding of the threats and risks related to hosting the event in their country. A robust safety and security concept is one that inspires confidence in the ability of bidders to respond to future (dynamic) security situations effectively.

When preparing their safety and security concept, bidders may wish to consider the following documents: the “UEFA EURO 2004 Good Practices for Safe and Secure Major Sporting Events”, the “Council of Europe Checklist of measures to be taken by the organisers of professional sporting events and by the public authorities” and the “EU handbook for international police cooperation and measures to prevent and control violence and disturbances in connection with football matches with an international dimension”.

### Risk categories

UEFA provides bidders with a non-exhaustive list of risks that they need to assess in their safety and security concept. To encourage bidders to deliver factual information, UEFA is providing these indicators at the start of the bid process. Bidders' risk analysis should enable UEFA to answer the following questions:

- How do bidders assess and rank the risks (incidence, probability) of hosting UEFA EURO 2016, based on their understanding of past and current risks in relation to domestic and international sports events hosted in their country?

<sup>1</sup> The theatre of operations includes all transport systems, public spaces, accommodation, fan zones, stadiums and training facilities used to support the event in the host country and cities.



- What strategies will bidders employ to minimise risks with respect to the hosting of UEFA EURO 2016 in their country?

Bidders are requested to take into account at least the following risk categories:

**[1] Risks related to violence and antisocial behaviour at UEFA EURO 2016.**

Indicators: assessment of type, incidence and level of incidents in connection with domestic and international football matches e.g. antisocial behaviour, use of fireworks, pitch invasions, racist and/or violent behaviour by high-risk supporters (hooliganism and associated violence) in the host country

Strategy: to minimise violence and antisocial behaviour at UEFA EURO 2016

**[2] Risks related to the safety and management of large crowds at different locations within the proposed UEFA EURO 2016 theatre of operations.**

Indicators: assessment takes into account the following: entry restrictions in the host country, travelling fans without tickets and/or accommodation, large attendances at public viewing areas, ticketing security, ticketing distribution by NAs, overcrowding at stadiums, signposting, access and exit control (queue management), dealing with ambush marketing<sup>2</sup>, evacuation contingencies

Strategy: to maximise safety and management of large crowds at different locations within the proposed UEFA EURO 2016 theatre of operations

**[3] Risks related to all types of criminal activity.**

Indicators: assessment of risks associated with all types of criminal activity (both organised and low level crime), including countries' crime statistics, e.g. pickpocketing, forgery, violent crimes, theft, robbery, black market, drug and human trafficking, product piracy

Strategy: to minimise all types of criminal activity at the locations within the proposed UEFA EURO 2016 theatre of operations

**[4] Risks related to the physical safety of event-related stadiums across the host country, including logistical vulnerabilities.**

Indicators: an assessment of the incidence and likelihood of natural disasters, adverse environmental and climatic conditions (severe weather), transport disruptions and accidents, power outage(s) and IT failure

Strategy: to ensure physical safety at and between the locations within the proposed UEFA EURO 2016 theatre of operations and to minimise logistical vulnerabilities

**[5] Risks related to social and political unrest, including terrorism.**

Indicators: assessment of the incidence and likelihood of social and political unrest (e.g. strikes, political demonstrations) and terrorism (e.g. bombing, kidnapping, assaults, NBC terrorism)

Strategy: to minimise social and political unrest and terrorism prior to and during UEFA EURO 2016

**[6] Risks related to health issues.**

Indicators: assessment takes into account the range of basic medical services required and addresses contingencies for possible multiple casualties, for example overheating and dehydration, infectious diseases, stadium disasters

Strategy: to maximise the response capability of public health authorities prior to and during UEFA EURO 2016

<sup>2</sup> Ambush marketing may cause crowd management problems at perimeters and entry checks as spectators are not allowed to take these items into the stadium.



**[7] Risks related to the international security context.**

Indicators: dynamic assessment of international developments, acknowledging the need for contingency management to respond quickly to global events

Strategy: to respond appropriately to emerging global developments that may have an impact on UEFA EURO 2016

Bidders have to add more risk categories if they are considered relevant. Please note that the above list of risk categories and indicators is non-exhaustive.

## 5. Capabilities to host UEFA EURO 2016

Turning to the bidders' capabilities, the following list of criteria will be considered.

1. Legislation
2. International cooperation
3. Judicial system
4. Counterterrorism and protective security
5. Policing and law enforcement
6. Public health and safety
7. Stadium safety management
8. Competence and preparedness
9. Supporter empowerment
10. Safety management of public viewing areas
11. Impact of the mobility concept on safety and security

The bidders' safety and security concepts must at least address the categories listed above. Bidders have to add to or refine any categories or indicators that determine their capability to host UEFA EURO 2016 in a safe and secure manner. UEFA has drafted this list of indicators in order to help bidders to present a strong safety and security concept. UEFA does not consider the list exhaustive. Bidders may feel the need to add criteria and indicators in the process of drafting the safety and security concept. Both UEFA and bidders may also perceive the need to include other criteria and indicators at a later stage in order to reflect safety and security developments and/or lessons learned.

### Legislation

**Criterion:**

An appropriate legal framework exists to enable UEFA EURO 2016 to take place in a safe and secure environment. This must be enacted and communicated to all parties at least one year prior to the tournament and be capable of being implemented at the relevant times.

**Indicators:**

A legal framework establishing:

- the UEFA EURO 2016 safety and security structure. Coordination will be required at the appropriate governmental and inter-governmental levels;
- public-private cooperation, if required, e.g. powers of stewards, including searching, and the role of private security;
- safety and security measures at sports events, e.g. specific legal provisions to restrict the sale of alcohol, use of fireworks or activities of ticket touts, the introduction of injunctions to prohibit access to sports sites of people whose presence could present a risk to the safety of the event and the use of surveillance equipment in public spaces;

- temporary provisions considered appropriate for UEFA EURO 2016, e.g. additional police powers, waiving of entry restrictions, provision of free public transport, use of dedicated traffic lanes, lifting of any bans on night flights. It will also be important to clarify the criteria relating to entry restrictions and the expulsion of foreign nationals.

## International cooperation

### Criterion:

Full use of all existing international agreements, recommendations and good practices relating to the organisation of international sports events in order to ensure the best possible cooperation between the host, participating, transit and neighbouring countries.

### Indicators:

- Compliance with the content of the "EU handbook for international police cooperation and measures to prevent and control violence and disturbances in connection with football matches with an international dimension".
- Clear definition of the responsibilities, tasks and deployment of foreign police delegations in accordance with established tournament practice and the above EU handbook.
- A structure is in place to facilitate the international exchange of police intelligence, e.g. the establishment of a national football information point (NFIP).
- The integration and early involvement of UEFA security officers in the planning process.
- Arrangements exist to ensure compliance of all relevant international and national agencies, e.g. intelligence exchange.
- A strategy demonstrating commitment to ensuring the international exchange of security reports and personal data, and the provision of additional legal measures if needed.
- A strategy to promote the enforcement of exit restrictions/bans by participating countries.
- The involvement of transit countries in monitoring supporter travel movements towards the host country.
- A system for entry bans is in place in the host country.
- A simplified visa procedure (if required) for non-EU countries.
- Border security measures, re-establishment of temporary border controls (e.g. Schengen Treaty) and bilateral agreements with neighbouring countries.
- Policies for intensified port of entry checks (sea, air, rail), including at unguarded border crossings.

## Judicial system

### Criterion:

Effective, swift and proportionate prosecution and sentencing of offenders, including the possibility of immediate deportation of convicted foreign offenders.

A communication strategy is in place to deter potential offenders.

### Indicators:

- Enhanced organisation and operation of the courts, detention and immigration services, e.g. increased seating capacity, detention capacity and facilities and deportation arrangements.
- The use of special summary court proceedings.
- Liaison with and potential involvement of foreign prosecutors in the judicial process.



- A proportional system of penalties in place for the wide range of illegal acts and offences particularly connected with international sports events.

## Counterterrorism and protective security

### Criterion:

Implementation of all required counterterrorism and protective security arrangements to protect all UEFA EURO 2016 target groups and sites.

### Indicators:

- A well-defined structure for counterterrorism and protective security, comprising all relevant security agencies, e.g. a clearly defined command and control structure that covers the responsibilities of public and private security agencies.
- Counterterrorism measures to be taken and the protection of critical infrastructures, e.g. air security; airspace restrictions over stadiums, reinforcement of airspace control, security escorts for flights, protection of critical national infrastructures.
- A comprehensive plan to protect target groups, property and vehicles, e.g. general public, teams, VIPs, sponsors, media, officials and security personnel, and protection for all official sites within the theatre of operations.
- An accreditation policy to be strictly applied to prevent unauthorised access of people and objects to official sites, e.g. stadiums, hotels, training facilities, fan zones and other UEFA EURO 2016 sites.
- Sufficient availability of technological equipment (CCTV, surveillance, screening).
- Appropriate engagement of military resources to support civilian authorities.

## Policing and law enforcement

### Criterion:

An appropriate policing model in keeping with the spirit of UEFA EURO 2016 as a major sports event.

### Indicators:

- An integrated (multi-agency) command and control model taking into account existing governance structures (central vs. decentralised, levels of authority).
- Clear definition of the roles and responsibilities of police and other public and private agencies.
- A risk-based police deployment strategy.
- The proposed style of policing (appropriate visibility, low friction, early intervention) and consistent tolerance levels.
- Understanding and evidence of a risk-based segregation strategy.
- Effective awareness and details of proposed training programme(s).
- Evidence of experience of low profile policing in connection with international football matches.

## Public health and safety

### Criteria:

Implementation of all required public health and safety precautions to:

- minimise risks to health and safety in the host country during the event;
- be able to deploy the response capability proportionate to the scale of any incident.

### Indicators:

- A strategy for the integrated approach of medical relief and other emergency services.
- Tested contingency plans for medical relief and emergency services, e.g. in case of NBC terrorist and other attacks, large-scale traffic accidents, epidemics, stadium disasters, etc.
- A strategy for the deployment of relief and emergency services proportionate to the scale of the incident(s).
- Adequate facilities, technology and equipment, e.g. hospitals, including the number of available beds, helicopters and ambulances, the ratio of emergency service personnel to host country population and expected number of visitors, the capacity and quality of medical staff, services and facilities, especially first aid.
- Preferred medical treatment for employees, players in the event of a major crises
- A strategy to access to safe places if war, riots, natural disaster

## Stadium safety management

### Criterion:

Adoption of the highest possible standard of professional stadium safety management for all UEFA EURO 2016 official sites.

### Indicators:

- An integrated partnership approach to stadium safety management with all stakeholders involved.
- A clear division of tasks and responsibilities, e.g. public vs. private security within the outer security zone of stadiums.
- Evidence of full compliance with UEFA's Safety and Security Regulations.
- Common standards of stadium safety management and stewarding across stadiums.
- The use of a single security company for each stadium is UEFA's preferred option; where multiple (private) security companies are used, a single command structure and common standards must be in place and adhered to.
- All security companies involved in the event must be nationally licensed or accredited.
- Sufficient number of stewards/volunteers to be deployed at each stadium, according to a risk-based strategy.
- Defined role and responsibilities of volunteers.
- An effective training programme for stewards, volunteers and private security personnel.
- Proven experience in stadium safety management, e.g. in ensuring quick, controlled and safe entry to and exit from the stadium and providing excellent safety and welfare facilities and services to target groups.





## Competence and preparedness

### Criterion:

Demonstrate competence to operate UEFA EURO 2016 official sites at full capacity in tournament conditions.

### Indicators:

- Timely delivery of a competence-based recruitment and training programme for key public and private partners involved in UEFA EURO 2016 safety and security management in line with Council of Europe and EU specifications.
- A plan detailing how the security concept will be fully tested, e.g. use of test matches and testing of all infrastructures at full capacity, approaching tournament conditions as closely as possible.
- Early integration of UEFA security professionals to validate the competence of official site safety and security operations.
- The development of support tools, e.g. handbooks, translation, PA announcements, etc.
- A crisis and contingency management structure, including media management.
- Proven experience of the host country/cities with regard to large-scale security events such as major summits, conferences, social events and other sports or political events.
- Details of existing education and training related to the policing and stewarding of football matches.

## Supporter empowerment

### Criterion:

Maximise the contribution of supporters to the overall safety and security concept.

### Indicators:

- Effective leisure management and the promotion of positive fan behaviour in both host and non-host cities.
- A strategy for the empowerment and active engagement of supporters, e.g. involvement of fan coordinators and embassies.

## Safety management of public viewing areas

### Criterion:

Provide high-quality, safe and secure public viewing areas to accommodate large numbers of supporters.

### Indicators:

- A strategy to host travelling fans without tickets in host cities.
- Acknowledgement of the existence and proposals to use the existing EU and Council of Europe guidelines on the management of public viewing areas.
- The scope, scale and requirements of fan zones, with specific plans being developed for all public viewing areas.

## Impact of the mobility concept on safety and security

### Criterion:

Ensure that the mobility concept is complementary to the safety and security concept.

**Indicators:**

The mobility concept should be designed with safety and security in mind.

The mobility concept must anticipate the impact of transport arrangements within the UEFA EURO 2016 theatre of operations, including:

- a system to monitor travel and traffic movements;
- the temporary lifting of the ban on night flights;
- airport operations;
- pick-up and drop-off points, parking spaces;
- payment for public transport;
- public transport capacity calculations;
- use of dedicated traffic lanes;
- a traffic flow concept and management within the theatre of operations (including public viewing areas); and
- police escorts of teams and officials.

## 6. Organisational structure

**Criterion:**

An effective organisational structure to ensure coordinated, integrated and timely safety and security project management.

**Indicators:**

- The establishment of an effective (bi)national organisational structure in which all relevant authorities participate at the required level of authority, e.g. an organisational chart describing roles and responsibilities within the national coordination structure and the timely appointment of a national safety and security coordinator.
- A legal framework and protocol defining the scope, scale and requirements for public and private partnerships to establish an agreed, integrated safety and security concept.
- Proven experience of professional project management and use of project management techniques to assure control over organisation, quality, finance, planning and information.
- A breakdown of project areas to be established within the overall safety and security project.
- Arrangements to involve UEFA in the monitoring of safety and security progress, e.g. reporting system to provide feedback to UEFA.



## 7. Action plan

**Criterion:**

Feasible planning of activities based on clearly identified milestones within all identified project areas.

**Indicators:**

- Realistic milestones set for all project areas, e.g. initial project plan with main milestones, detailed project planning for identified project areas.
- Planning for development and implementation of safety and security measures up to the start of UEFA EURO 2016, including political approval, legal enactment, implementation and testing.

## 8. Budget

**Criterion:**

Realistic budget and solid guarantees that the host country will bear all associated costs.

**Indicators:**

- Comprehensive and realistic cost estimates benchmarked against past UEFA European Championship final tournaments and comparable major sports events.
- Clear agreements between all relevant parties within the host country on budgets required and costs to be shared.
- Written guarantees by the host country that it will bear all the associated costs related to safety and security and acknowledging that UEFA will have no obligation in relation to safety, security and the related costs (see chapter 2).

## 9. Conclusions

UEFA intends to support bidders with the above list of criteria and indicators that capture the essence of what should be included, as a minimum, in any high-quality safety and security concept. UEFA emphasises that bidders are solely responsible for drafting a strong and persuasive safety and security concept. Bidders may feel the need to add criteria and indicators to match the safety and security situation in their country. The above list of criteria and indicators is therefore not exhaustive. Also, the list is not regarded by UEFA as a fixed list. Bidders will be required to monitor any risk and capability relevant to hosting a safe and secure final tournament. As good safety and security practices continuously evolve, UEFA may see the need to revise and change the above set of criteria and indicators.

Bidders are expected to demonstrate their understanding of the scope and challenges of UEFA EURO 2016 safety and security operations. They should be realistic about potential areas of weakness and be aware of their need for continuous improvement of their capabilities. The list of indicators may help bidders identify their road map to a safe and secure UEFA EURO 2016.

## 10. Reference material (non-exhaustive)

- ❖ UEFA EURO 2004 Good practices for safe and secure major sporting events
- ❖ Council of Europe: Checklist of measures to be taken by the organisers of professional sporting events and by the public authorities (for latest version, please see <http://www.coe.int>)
- ❖ EU handbook for international police cooperation and measures to prevent and control violence and disturbances in connection with football matches with an international dimension ([http://www.politsei.ee/files/dokumendid/Jalgpall/Police\\_cooperation\\_handbook\\_2006\\_1\\_.pdf](http://www.politsei.ee/files/dokumendid/Jalgpall/Police_cooperation_handbook_2006_1_.pdf))





## Host Country and City Promotion



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## 1. National association support

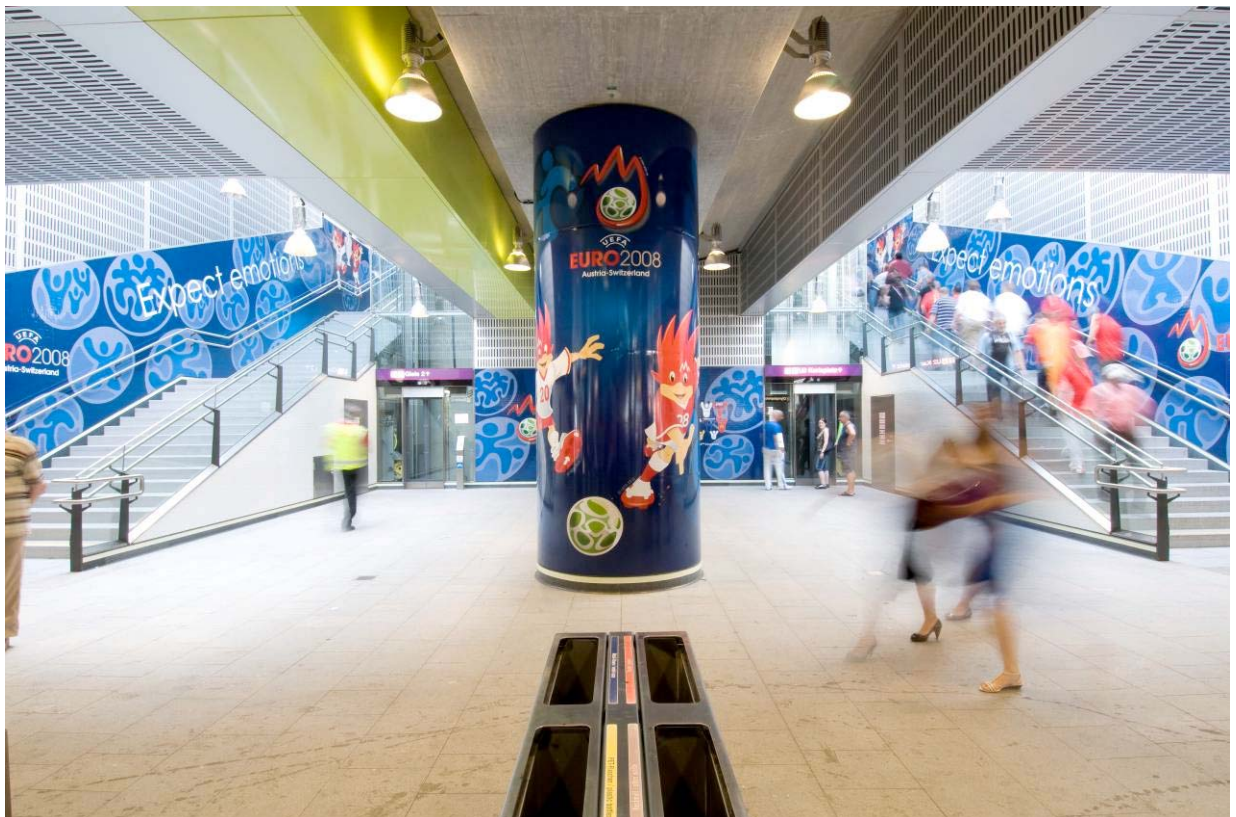
The support of the national association is a key element in ensuring that UEFA EURO 2016 is a success and that the commercial and promotional infrastructure is delivered to maximum effect.

UEFA will consult and work closely with the national association to develop a unified approach to event promotion within the host country, enabling as many people as possible within the host country to be part of the event.

Promotion of the event should primarily be achieved through a partnership between the local organising company and UEFA, with all resources targeted at the same objective, i.e. a consistent and high-quality approach to event promotion which includes all specific stakeholders and which can deliver at all levels. All event-related promotional activities within the host country should be developed centrally in order not to dilute the combined effect of UEFA working closely with the host association and the local organising company.

## 2. Government and government entity support plan

It is important that the event receives full support from the government and its related bodies, in order to be effective in delivering a promotional and commercial programme for the event. This may take the form of national initiatives aimed at the general population or support programmes for education, social activities, football and the event in particular.



## 3. Host city promotional plan

The UEFA European Football Championship final tournament is a unique opportunity for host cities to promote themselves in connection with one of the world's largest sports events and to use this platform to create a multi-faceted promotional programme. This programme may include airports, railway





stations, transport terminals, visitor information, local tourist services, art galleries, cultural centres and other venues within each city.

The host cities remain central to the event, with the potential for large numbers of fans to converge on them for the event itself. It is planned that, during the event, the majority of these visitors will be directed to the official fan zones in the city centres.

In the pre-event period, there is an opportunity for each city to develop specific UEFA EURO 2016-related activities targeted at its own population and visitors. In particular, these initiatives can add a sense of involvement, a local touch and colour to the event in each city and indeed promote the city's status as a UEFA EURO 2016 host city. This can be achieved through a series of cultural, artistic and football-related activities based on the UEFA EURO 2016 theme. Past experience has demonstrated that diversity and ingenuity can produce a high level of local involvement, particularly within the football community at all levels, sports groups in general and schools.

These events can also be augmented by the UEFA promotional programme and UEFA will work with the cities to coordinate these activities and provide supporting promotions such as a European Championship trophy or experiential tour, or a trophy-shaped hot air balloon for each city.



#### 4. Promotion of UEFA commercial affiliates

In order to support the UEFA commercial affiliates in their activation in the host countries, the bidders should provide an inventory of public space advertising. This can be with agencies marketing the outdoor media inventory, airport inventory, or a number of exceptional sites where sponsors, partners or broadcasters could be interested to have recognition.



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## Organisational and Operational Matters



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## Sector 17: Organisational and Operational Matters

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## 1. Introduction

The main stakeholders for the delivery and organisation of UEFA EURO 2016 are:

- UEFA;
- the host association;
- the national, regional and municipal authorities and associated organisations.

It is therefore important to clearly define the different areas of responsibility of the numerous parties in order to avoid gaps and overlaps. UEFA encourages a well structured approach that is conducive to efficient decision-making and effective implementation.

This means that the areas of responsibility must be clearly defined, based on a collaborative and supportive approach.

According to the basic principles defined in *Sector 3: Overall Tournament Concept*, the underlying principles are the following:

- the host country and cities cover the issues essentially related to governmental responsibilities, i.e. implementation of the required guarantees, public services and matters related to general infrastructure;
- on the football side, UEFA leads and approved the overall programme coordination and defines the detailed requirements in each area;
- the host association, through the local organising company, implements the tournament based on the relevant requirements and reports back to UEFA, which monitors progress and ensures a successful tournament;
- UEFA has sole responsibility for matters considered either key to the game in general or of strategic importance to the organisational success of the tournament.

## 2. Responsibilities of the main stakeholders

### UEFA

UEFA's main role is to define the tournament requirements, to decide on the level of delegation to the local organising company, ensuring the UEFA EURO brand is implemented correctly and to help the local organising company implement its operations successfully.

Therefore, UEFA has the following responsibilities:

- overall programme direction and management;
- mentoring;
- training;
- auditing.

In principle, the following areas remain under UEFA's responsibility:

- competition matters;
- match operations;
- tournament branding;
- ticketing and accreditation;
- media and commercial rights;
- hospitality programmes and related VIP, broadcaster, sponsor and corporate services;
- international tournament communications, including the official website;
- host broadcasting;
- information, telecommunications and technology (applications, infrastructure, operations).



### Local organising company

The operational delivery of the tournament is essentially the responsibility of the host association, duly implemented by the local organising company, based on requirements set by UEFA.

In principle, it includes the following activities:

- project management in each area;
- volunteer recruitment and management;
- event transport;
- event logistics;
- accommodation sourcing;
- catering services for volunteers, staff, media and international broadcast centre (IBC);
- welcome services and social programmes;
- technical services;
- media infrastructure and logistics;
- training ground sourcing and management;
- stadium and site operations management;
- qualifying and final draw operations management;
- ceremonies and official dinners operations management;
- private safety and security.

The promotional aspects of the tournament need to be closely coordinated by UEFA and the host association with the national and local (municipal) governments in order to raise awareness of the tournament and to optimise its popularity and success. Promotion is a shared responsibility of UEFA, the host association and the host country and cities, with UEFA's coordination ensuring that it conforms to the sporting, brand management and commercial concept of the tournament. Commitment to promotion will be a key factor in the assessment of the bids.

### Host country and cities

To deliver an event of this magnitude successfully, it is necessary for UEFA to have:

- strong political support for hosting the event at national and local levels;
- a supportive legal framework (e.g. taxes, intellectual property).

The national and local (municipal) governments need to ensure that the following public infrastructure and services are available and aligned with the needs of the tournament:

- stadiums (if publicly owned);
- ground transport (city and intercity);
- airports;
- public safety and security;
- public technical utilities.

## 3. Overall organisational structure

Based on the principles listed above, UEFA recommends the following model:

- the relationship between UEFA and the host association is regulated through a staging agreement;
- the airport and host city agreements are signed with UEFA;
- the stadium agreements are signed with the host association;
- the guarantees are signed with UEFA;



- the host association creates a local organising company, headed by a local organising committee composed of senior representatives of the host association, host country and municipal authorities; it must be a non-profit legal entity under the control of the host association;
- the relationship between UEFA and the local organising company will be managed through service agreements. These agreements are contracts between UEFA and the local organising company specifying the services requested from the local organising company and the respective budget to be covered by UEFA;
- clear communication lines will be defined by UEFA for each responsibility sector;
- the overall organisation of the event will be headed by a steering group composed of senior representatives from UEFA, the host association and the government authorities.

Please refer to *Sector 03: Overall Tournament Concept* for a general description of the basic principles.

## 4. Local organising company

### Form and structure

As described in *Sector 03: Overall Tournament Concept*, UEFA requires the host association to establish a separate legal entity under its control, known as the local organising company.

The host association is the main body responsible to UEFA for delivering the final tournament. The host association delegates the operational responsibilities to the local organising company, in order to guarantee dedicated resources and full financial and operational transparency. Furthermore, the host association, through its president and general secretary, is expected to act as a facilitator vis-à-vis the governments and other interest groups, always acting in accordance with the interests of the tournament and UEFA's requirements.

The manager of the local organising company is called the tournament director. This person ensures that all projects move forward and are implemented according to the requirements of UEFA. The tournament director should work exclusively for the local organising company and should not be the president or general secretary of the host association.

Some UEFA staff or advisors may become part of the local organising company through a secondment programme, in order to head up specific areas and ensure a better and more efficient transfer of knowledge.

The official language of the tournament is English and UEFA expects the vast majority of staff to be able to understand and speak this language.

### Timings for establishing the structure

UEFA recommends that the local organising company is established by December 2011. The initial structure does not have to be extensive but should at least include the tournament director, head of event management, human resources manager and one or two managers or coordinators who might have a general role to begin with, before subsequently assuming specific functional positions.

The reasons for this are:

- it represents a first step in the knowledge management process, with relevant people already in place to participate in the observers' programme and potentially also in the secondment programme through event training;
- it creates a stable contact points with the host country well before the start of the tournament, and before the previous tournament takes place, so that the knowledge transfer process can advance more quickly and benefit from the experience of the previous tournament.





## Planned partnerships

It may be acceptable to create a system of partnerships or to outsource some areas or sub-projects in order to improve quality and efficiency through the acquisition of skills that do not exist within the local organising company, the creation of synergies or the adoption of a structure that reflects a more culturally acceptable approach.

One previous example concerns the volunteer project. The initial assumption is that this project will be implemented by the host association through the local organising company. However, UEFA has accepted models in which recruitment, selection and training has been outsourced to an external body in order to acquire knowledge and benefit from existing databases. In one particular case, a partnership was established with a youth organisation, which had vast experience of such projects. The overall management of this project and on-site implementation must still be carried out by the local organising company.

If such a solution is proposed, UEFA requires detailed information regarding the project, the intended business model and the parties involved, as well as an overview of the main principles to be included in the service level agreement.

## 5. Country project structure

The staging of UEFA EURO 2016 requires significant cooperation from and between all levels of government within the host country. As a result, the political system of the host country must be stable and the bidder must enjoy the support of all relevant governments (e.g. national, provincial, regional, host cities, municipal, etc.) in respect of hosting the final tournament. The bidder must be able to rely on this support regardless of any changes to existing governments that may occur between the appointment of the host association and the actual staging of UEFA EURO 2016. As a result, there should be broad support for hosting UEFA EURO 2016 across the host country and its political landscape.

The relevant national and municipal governments, including their agencies and departments, must cooperate effectively with regard to their involvement with UEFA EURO 2016 and the plan for this cooperation must be formally set out. All relevant entities necessary to implement the guarantees and related responsibilities must be fully and efficiently represented and coordinated.

It is recommended that scope and communication lines are made very clear and that the leadership is consensual and empowered to move the processes forward. The organisational structure proposed should be operational by December 2011 at the latest. Regarding staff, UEFA recommends careful analysis of the skills needed and draws attention to the importance of keeping the structure lean and efficient. The number of staff should be sufficient to fulfil its responsibilities, but over- (or under-)staffing should be avoided.

## 6. UEFA EURO 2008 testimonials

In order to provide a general overview to the bidders regarding the magnitude and complexity of the event organisation, please refer to the two "Behind the Scenes" DVDs provided to you in the *Reference Documents Box*. The DVDs are organised into projects and will give you a brief description of their scope and the lessons learned during the UEFA EURO 2008 final tournament.



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## Pre-Tournament Events



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## Sector 18: Pre-Tournament Events

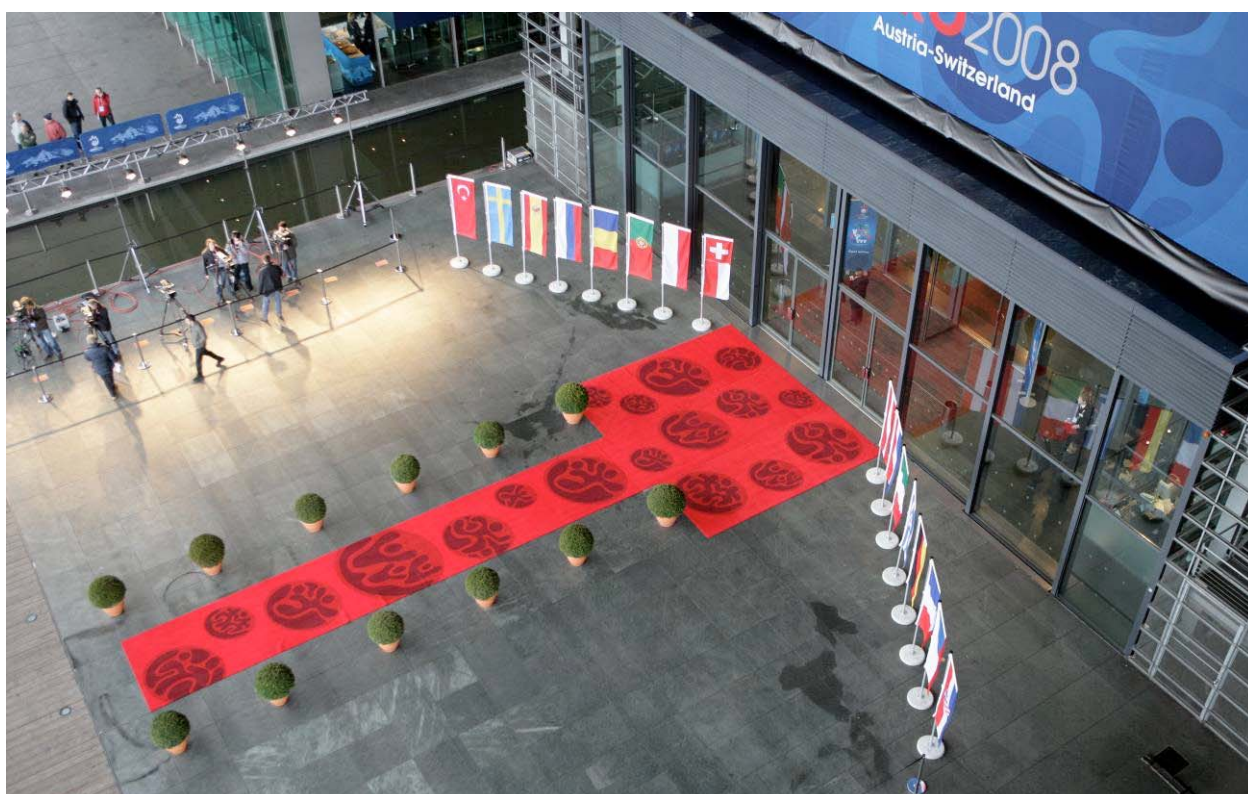
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## 1. General considerations

In the run-up to each final tournament, a number of events must be held in the host country. These pre-tournament events play an important role in the preparation and promotion of the final tournament. The concept, overall positioning, look and feel and entertainment programme of these events will be defined by UEFA with the support of the host association and host cities. Potential sites for such pre-tournament events need to fulfil minimum requirements defined by UEFA.



## 2. Qualifying draw and final draw

The two largest and most important pre-tournament events are:

1. Qualifying draw: draw for the qualification phase, provisionally scheduled for January 2014.
2. Final draw: draw for the final tournament, provisionally scheduled for late November or early December 2015.

The following general requirements are applicable to both the qualifying and final draws:

- The draws are to take place in a city of international repute whose general infrastructure meets international standards; the city must have an international airport within easy reach (max. 1 hour by car or public transport);
- The draw site should be located in the city centre; it may be a congress centre, exhibition/sports hall or a theatre/opera house; it should be a prestigious building equipped with state-of-the-art infrastructure;
- The actual draw hall (auditorium) must have sufficient space and height and be equipped with comfortable theatre seating (minimum of 1,400 seats), a large stage,





- state-of-the-art technical facilities, good lighting or hanging lighting, a good acoustic environment and easy access for cabling for live television transmission;
- Adjacent to the draw hall, an event area is required with minimum space of 5,000m<sup>2</sup> for event activities, including media activities, office space, pre- and post-draw hospitality as well as exhibitions. The event area should have easy access to the draw hall;
  - In immediate proximity of the draw hall and event area, sufficient parking space is required, as well as a television compound area approximately 2,000 to 3,000m<sup>2</sup> in size;
  - An official dinner is organised on the evening before each of the draws. These official dinners should be held at a prestigious location in the city, near the hotels used to accommodate the draw guests and participants;
  - The draw and dinner sites must fully comply with the clean site principle.

The bidders are requested to source two facilities choices for both draws.



The following overview sets out in more detail the minimum requirements with regard to the facilities needed to stage the two draws and the official draw dinners:





## Draw hall/auditorium

Rental period: eight days in total, starting seven days before the event.

What	No.	Dimensions	People
Seating area including media and television facilities	1		1,400 seats
Backstage dressing rooms	4 to 6	Each 12m <sup>2</sup> to 20m <sup>2</sup>	
Stage (with state-of-the-art equipment)	1	Approx. 20m x 15m x 7m (width x depth x height)	
Camera platforms (2 x 4 cameras)	2	Each 8m x 2m (width x depth)	12 crews
Presentation studios	2	Each 6m x 4m x 3m (width x depth x height)	
Closed commentary positions	16	Each 2m x 2m x 3m (width x depth x height)	
Photographers' platforms	2	Each 8m x 3m (width x depth) (on 2 to 3 levels)	25 crews

## Media areas

What	No.	Dimensions	People	Period
Press conference rooms with ENG platform	9	Each 150m <sup>2</sup>	Each 100	8 days in total, starting 7 days before the event
Media working area with 400 work stations	1	1 000m <sup>2</sup>	400 to 500	8 days in total, starting 7 days before the event
Flash positions	4 to 6	Each 2m x 2m		4 days in total, starting 3 days before the event
Mixed zone area	1	150m <sup>2</sup> to 200m <sup>2</sup>	200	4 days in total, starting 3 days before the event
Accreditation centre	1	300m <sup>2</sup>		8 days in total, starting 7 days before the event
Media storage area	1	30m <sup>2</sup> to 40m <sup>2</sup>		4 days in total, starting 3 days before the event
Wardrobe	1 to 2	50m <sup>2</sup> to 70m <sup>2</sup>	300 to 400	4 days in total, starting 3 days before the event

## Exhibition space/foyer

Rental period: eight days in total, starting seven days before the event.

What	No.	Dimensions
Welcome desks area	5 to 6	Each 4m x 3m
Host cities and sponsor exhibition areas	10 to 30	Each 12m <sup>2</sup> to 20m <sup>2</sup>



Wardrobe	1 to 2	100m <sup>2</sup>
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### Draw hospitality facilities

Rental period: four days in total, starting three days before the event.

Who	Dimensions	People
VIPs (team delegates, partners, politicians, broadcasters, sponsors, guests, etc.)	600m <sup>2</sup>	600
Media	200m <sup>2</sup>	200

The hospitality area should comprise both standing space and seating. It does not include any catering area, which must be added to the above minimum space requirements. Not everybody will eat at the same time.

### Draw television requirements/television compound area

Rental period: seven days in total, starting six days before the event.

What	Dimensions
Television compound area (fenced off)	2 000m <sup>2</sup> to 3 000m <sup>2</sup>

The television compound area needs to be easily accessible and directly adjacent to the draw site, especially the main stage for the ceremony, with a clear view for the satellite uplinks.

### Draw office requirements

Rental period: eight days in total, starting seven days before the event

What	No.	Dimensions	People
Media	1	30m <sup>2</sup>	6
Media bag preparation and storage area	1	80m <sup>2</sup>	
Host broadcasting	1	30m <sup>2</sup>	4
uefa.com	1	30m <sup>2</sup>	4
Operations and IT	1	50m <sup>2</sup>	8
Meeting rooms	2	Each 80m <sup>2</sup>	20 to 30
Signage office	1	50m <sup>2</sup>	
Marketing	2	Each 30m <sup>2</sup>	6
Transportation	1	30m <sup>2</sup>	
Drivers'/volunteers' waiting room	1	100m <sup>2</sup>	60
Walkie-talkie room	1	20m <sup>2</sup>	
Production office	1	30m <sup>2</sup>	4
Security holding room	1	20m <sup>2</sup>	



Spare offices	2	Each 30m <sup>2</sup>	
<b>Total rooms</b>	<b>17</b>	<b>750m<sup>2</sup></b>	

### Draw parking requirements

The car and bus parking area should be adjacent to the draw site.

What	No.	Rental period
Drop-off area in front of site for VIP cars and buses	200m <sup>2</sup> to 400m <sup>2</sup>	2 days in total, starting 2 days before the event
Car park for guests (secured and access controlled)	300	2 days in total, starting 2 days before the event
Car park and event fleet (secured and access controlled)	50 cars, 6 buses	4 days in total, starting 3 days before the event



### Draw accommodation requirements

Approximately 1,000 hotel rooms, mostly in 5- and 4-star hotels, are needed for the night preceding each draw. Assuming that the draws will take place on a Sunday, the approximate room numbers required during the week before each of the draws are mentioned below (please note that room numbers are indications only).

Period	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Total	24	31	60	115	200	1 000	125

The aim is to use a minimum number of hotels. Ideally, the hotels should be close to the draw site. The bidder is requested to submit a duly completed list of hotels that can accommodate the above number of guests.





### Official draw dinner

On the evening before the draw, an official dinner needs to be organised for approximately 600 seated guests. The dinner must take place at a prestigious location in the city such as, for example, the city hall or castle.

In terms of size, a minimum of 2m<sup>2</sup> should be calculated per guest. This does not include space needed for the cocktails preceding the dinner or wardrobe and catering areas.

Traditionally, the city staging the draw has assumed the main costs of the official dinner (rental and catering costs) and respected UEFA's concept and requirements.

### Accessibility requirements

Football delegates, guests and media representatives of all 53 UEFA member associations will fly to the city in which the draw will take place. Therefore, good accessibility by air is vital (max. 1 hour by car or public transport).

## 3. Other pre-tournament events

Further events will take place in the host country before the final tournament. The main ones are:

- Logo launch to take place approximately three years prior to the final tournament;
- Mascot launch to take place approximately two years prior to the final tournament;
- One-year-to-go event;
- Finalists' workshop approximately 100 to 75 days prior to the final tournament.

The above list is for information purposes only. The bidder is not required to propose locations for these other pre-tournament events during the bid phase.





## Financing



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## Sector 19: Financing

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## 1. Introduction

The UEFA European Football Championship generates substantial revenues for UEFA and represents one of UEFA's largest single sources of funding. These revenues enable UEFA to make a significant financial contribution to each of its 53 member associations in the form of solidarity payments via the HatTrick scheme as well as to cover its operating expenses for both administration and football education and development. As a result, notwithstanding the fact that UEFA is a Swiss-based not-for-profit organisation, it will aim to generate as much revenue as possible from UEFA EURO 2016 and to minimise its related expenses and tax liabilities in order to ensure that European football derives maximum benefit from UEFA EURO 2016. In addition, revenue from the tournament will be used to make a payment to the host association in return for the fulfilment of its obligations in connection with the hosting and staging of UEFA EURO 2016.

## 2. Estimated ticket prices

Revenue from the sale of tickets and hospitality packages for UEFA EURO 2016 matches will be a significant source of income for UEFA and is used to cover its direct event operating expenses. As a result, bidders are requested to provide information about ticket price levels that are achievable in the country concerned. Ticket prices for three different categories are required, with category 1 (CAT 1) the most expensive and category 3 (CAT 3) the cheapest. The ticket categories are defined in *Sector 08: Stadiums*.

For comparison purposes, please provide ticket prices for national team matches in the qualifying phase for the FIFA World Cup 2010.



### 3. Ticket revenue

Ticket revenue is calculated as the number of sellable seats multiplied by the ticket price for each category. We assume that all the seats will be sold. Seats allocated for hospitality purposes must not be included in this calculation, but added to the sales of hospitality packages.

### 4. Estimated hospitality prices

The hospitality programme that will be organised for UEFA EURO 2016 will be a top-quality programme offering the highest standards of service. The hospitality requirements are defined in *Sector 08: Stadiums*.

As far as hospitality packages are concerned, there may be a number of different sales options with various price categories. In order to keep the analysis simple, bidders are required to work with one average selling price per package (e.g. opening match, group phase, round of 16, quarter-finals, semi-finals and final) which they believe can be achieved.

A package per person contains:

- category 1 ticket or skybox seat
- hospitality
- gift
- other amenities.

Bidders are asked to carry out, at national level only, a sensitivity analysis of the price and volume of hospitality packages that may be sold. This analysis should be carried out at tournament level rather than for each individual match.



### 5. Tax matters/exemptions

Please refer to *Sector 07: Legal Aspects*.







## UEFA's Responsibilities



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## Sector 20: UEFA's Responsibilities

[Content reserved for bidders only]

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