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**UEFA European Football Championship
Final Tournament 2016
Bid Evaluation Report**



Introduction





Introduction

The UEFA National Team Competitions Committee has been mandated by the UEFA Executive Committee to supervise the bidding procedure for UEFA EURO 2016, including the definition of the bid requirements, the participation in the official visits to the bidding countries and the drafting of this evaluation report.

On 28 May 2010, the bidding procedure will come to an end, when one of the candidates – Turkey, Italy or France – is appointed by the UEFA Executive Committee to host UEFA EURO 2016.

The appointment of the host association will mark the end of a period of hard work and excellent cooperation between the three bidders and UEFA and will represent the first milestone in a new era of European national team football, which will, for the first time, see 24 teams competing for the prestigious Henri Delaunay trophy in the final tournament of the European Football Championship.

The three candidates – Turkey, Italy and France – submitted their bid dossiers to UEFA on 15 February 2010. The content of these dossiers was based on the bid requirements provided to the candidates on 3 April 2009. Along with their bid dossiers, the candidates had also to submit the necessary signed bid agreements, namely the staging, stadium, host city and airport agreements.

While compiling their bid dossiers, the bidders could rely on constant support from members of the UEFA administration and their appointed experts. Numerous workshops covering the stadium, infrastructure and accommodation requirements, among other aspects, were organised in the bidding countries.

To ensure that the evaluation would be as fair and objective as possible, a set of assessment parameters was defined for each of the sectors. In addition, a list of open points was

provided to each bidder in March 2010 to give the candidates another opportunity to provide the necessary clarifications.

The knowledge and quality reflected in all three bid dossiers is impressive. The commitment, coordination and research that were necessary to produce documents of this excellent standard are meritorious. Numerous contributions from all levels of government, from stadium owners and experts, from transport companies, as well as from accommodation and tourist organisations needed to be obtained and coordinated to produce the dossiers.

In April 2010 we travelled, together with several members of the UEFA administration, to each of the bidding countries. Each of these visits comprised a technical part, during which detailed aspects of the bid requirements were discussed and clarified, and an official part, during which meetings with government officials were held. The presence and support of representatives of the highest level of government demonstrated the significance of this event and the essential backing available in each country.

As representatives of the UEFA National Team Competitions Committee, having worked closely on this project right from the start, we fully support the bid evaluations and thank the UEFA administration and appointed experts for their work.

We are pleased to present the overall evaluation report, which is the result of an intensive evaluation process conducted over the last few months. The order in which the candidates are evaluated was determined by a draw in February 2010.

Gilberto Madail
Chairman of the

National Team Competitions Committee

Nodar Akhalkatsi, Harry Been
Members of the

National Team Competitions Committee

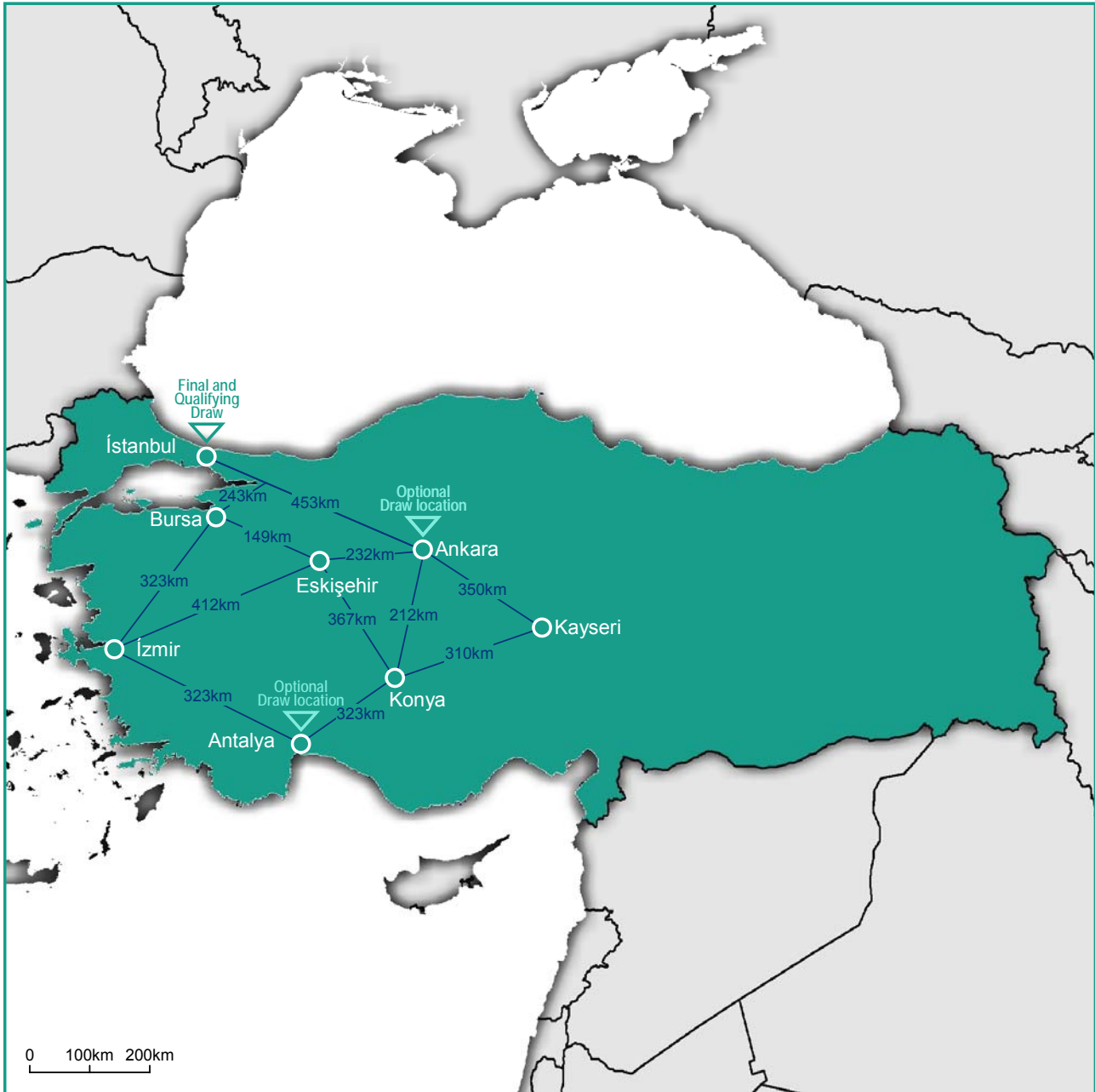


Turkey





Turkey
CANDIDATE FOR
UEFA EURO 2016



Host City	Stadium	Net
İstanbul	Atatürk Olympic Stadium (renewal)	81,106
İstanbul	Türk Telekom Arena (new)	50,434
Bursa	New Bursa (new)	31,700
Eskişehir	New Eskişehir (new)	37,072
İzmir	New İzmir (new)	41,540

Host City	Stadium	Net
Ankara	New Ankara (new)	41,379
Konya	New Konya (new)	31,817
Kayseri	Kadir Has (renewal)	31,816
Antalya	New Antalya (new)	41,703



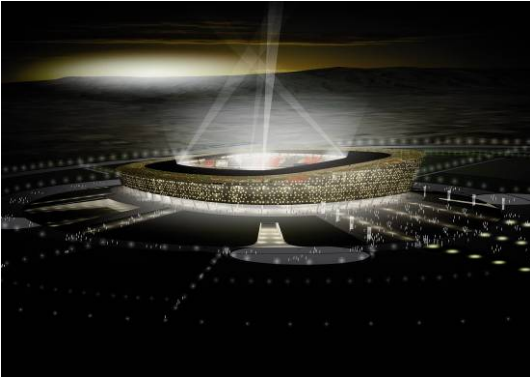
Host city: İstanbul
Stadium name: İstanbul Atatürk Olympic Stadium
Net capacity: 81,106
Matches planned: Opening match, group phase, round of 16, quarter-finals, semi-finals, final
Stadium status: Major renovation, completion end 2012
Current owner: Council for the İstanbul Olympic Games
Current operator: Council for the İstanbul Olympic Games
Investment budget: €49.7 million
Teams: İstanbul Büyükşehir Belediye Spor,
 Turkish Super League in 2009/10
 Home base for TFF



Host city: İstanbul
Stadium name: Türk Telekom Arena
Net capacity: 50,434
Matches planned: Group phase, round of 16, quarter-finals
Stadium status: New stadium, completion in 2010
Current owner: General Directorate of Youth and Sports
Current operator: Galatasaray AŞ
Investment budget: €137 million
Teams: Galatasaray AŞ,
 Turkish Super League in 2009/10



Host city: Bursa
Stadium name: New Bursa Stadium
Net capacity: 31,700
Matches planned: Group phase, round of 16
Stadium status: New stadium, completion in 2014
Current owner: General Directorate of Youth and Sports
Current operator: Not appointed yet
Investment budget: €118.6 million
Teams: Bursaspor,
 Turkish Super League in 2009/10



Host city: Eskişehir
Stadium name: New Eskişehir Stadium
Net capacity: 37,072
Matches planned: Group phase, round of 16
Stadium status: New stadium, completion in 2014
Current owner: General Directorate of Youth and Sports
Current operator: Not appointed yet
Investment budget: €125.1 million
Teams: Eskişehirspor,
Turkish Super League in 2009/10



Host city: İzmir
Stadium name: New İzmir Stadium
Net capacity: 41,540
Matches planned: Group phase, round of 16, quarter-finals
Stadium status: New stadium, completion in 2013
Current owner: General Directorate of Youth and Sports
Current operator: Not appointed yet
Investment budget: €153.2 million
Teams: Karşıyaka,
Turkish first league in 2009/10



Host city: Ankara
Stadium name: New Ankara Stadium
Net capacity: 41,379
Matches planned: Group phase, round of 16, semi-finals
Stadium status: New stadium, completion in 2013
Current owner: General Directorate of Youth and Sports
Current operator: Not appointed yet
Investment budget: €176.8 million
Teams: Ankaragücü,
Turkish Super League in 2009/10



Host city: Konya
Stadium name: New Konya Stadium
Net capacity: 31,817
Matches planned: Group phase, round of 16
Stadium status: New stadium, completion in 2013
Current owner: General Directorate of Youth and Sports
Current operator: Not appointed yet
Investment budget: €119 million
Teams: Konyaspor,
 Turkish first league in 2009/10



Host city: Kayseri
Stadium name: Kayseri Kadir Has Stadium
Net capacity: 31,816
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: General Directorate of Youth and Sports
Current operator: Kayserispor
Investment budget: €19.3 million
Teams: Kayserispor,
 Turkish Super League in 2009/10



Host city: Antalya
Stadium name: New Antalya Stadium
Net capacity: 41,703
Matches planned: Group phase, round of 16, quarter-finals
Stadium status: New stadium, completion in 2013
Current owner: General Directorate of Youth and Sports
Current operator: Not appointed yet
Investment budget: €158.3 million
Teams: Antalyaspor,
 Turkish Super League in 2009/10

02: UEFA EURO Vision

The vision of the Turkish bid to host the final tournament of the UEFA European Football Championship in 2016 is to organise “a festival in celebration of all cultures through the fraternity and friendship found in the game of football”. Hosting the final tournament for the first time in this part of the continent is seen as a unique chance to “build a bridge between Europe and the mystic Orient” and to offer a complete new fan experience. The bid is based on strong assets that would help to ensure the successful staging of the final tournament, such as a distinct football culture, access to new and interesting markets with the potential to increase revenue for European football, a very young population and the country’s status as a top tourist destination.

Turkey’s key motivations are to develop Turkish football, create the best conditions to ensure football excellence in Turkey and offer a new experience to European football fans.

All things considered, the vision and key motivations of the Turkish bid are clear and well aligned with UEFA’s long-term strategy.

03: Overall Tournament Concept

The overall tournament concept includes nine stadiums in eight host cities (two in Istanbul). The proposed venues are attractive and all located in the western and central parts of Turkey, which has the advantage of keeping distances between the venues to a minimum. The accessibility of the venues and travel times between them would very much depend on the realisation of the numerous projects proposed. The bid dossier also

indicates four additional stadiums (two of them, Sanliurfa and Adana, located in the southern part of Turkey; one of them, Trabzon, in the north-eastern part of Turkey and one in Istanbul) as back-up venues.

As far as stadium capacities are concerned, a good mix of smaller and bigger stadiums has been proposed, which would allow for some flexibility when drawing up the match schedule. The total net stadium capacity adds up to around 2.339 million spectators.

The proposed match schedule provides a good basis for discussion with UEFA, which would take the final decision.

All things considered, the overall tournament concept seems to be well elaborated.

04: Tournament Legacy

The long-term benefits have been summarised in several categories. For Turkey, football is first of all a national affair which has the power to serve as a catalyst for dynamic growth, through its younger generation, and for modernisation of the country’s general infrastructure, with the full support of the government. On the football side, hosting the final tournament would directly contribute to the growth of football thanks to completely modernised sports infrastructure. This includes new stadiums as well as new training pitches and education centres all over the country. “Spectator attendance is expected to increase by 30 percent in the short term by building new stadiums.” Such an increase would contribute to increased operational profits for the clubs and, therefore, increased competitiveness at national and international level. Another long-term benefit would be improvements at grassroots level through

several programmes “to achieve higher levels not only in playing the game but also in training, rules of the game, environmental awareness, healthy nutrition, first aid and fair play”. Finally, hosting UEFA EURO 2016 would enable visitors to discover Turkey and its attractive destinations.

Turkey's key legacy initiatives include a public relations campaign to promote the final tournament and the country itself. It is also planned to establish a stadium operator academy to guarantee smooth match operations at the new venues.

As far as the long-term stadium legacy is concerned, a concept has been provided for each of the stadiums. They would be used on a regular basis by clubs playing in the first or second division but, looking at current attendance figures in the Turkish football leagues, some efforts would need to be undertaken to ensure higher attendance.

To conclude, the long-term benefits have been elaborated very precisely and a very good long-term legacy would seem to be generated by UEFA EURO 2016. However, attendance figures would need to be raised in the short-term to ensure profitable stadium operations.

05: Social Responsibility and Environment

The Turkish bid demonstrates a straightforward, clear and realistic effort to meet all goals relating to the environment and social responsibility. It illustrates well how this aspect of the tournament could look in 2016 and the proposed appointment of a dedicated department within the local organising company adds further credibility.

The transport sub-section is specific in its objective of increasing the share of public transport to stadiums to at least 50%. Also the measures that would be taken to reduce the generation of waste are outlined in detail.

The social responsibility section is very rich in projects focussed on diversity, inclusion and community development and includes a detailed explanation of a volunteer development programme. The Children's Euro Cup project is vividly described with most of the projects and initiatives suggested addressing a range of social issues.

One of the challenging aspects of the Turkish bid is the plan to build seven new stadiums, and specifically to build them and host matches in a sustainable way. In addition, the environment section does not include any reporting proposals (statement of intent to measure indicators or achieve certification based on international reporting standards).

A clearer focus for the community projects would make it easier to define and reach objectives and to have a measurable impact. The proposed scope of many of these projects does not entirely fit the tournament and there is no clear indication of how they would tie in with the Respect campaign currently being used across Europe. To integrate these projects into the tournament, timelines would need to be better defined based on experience and lessons learned from previous tournaments.

Minimal attention is paid to healthy lifestyle projects and, specifically, healthy eating initiatives, which would have improved the social responsibility section. More details about fan hosting (location of fan embassies at strategic places in all host cities, support of fan initiatives, and flagship anti-racism and anti-discrimination campaigns during the tournament) would also have been useful.

06: Political and Economic Aspects

General comment

This is a complete and thorough sector in terms of descriptions and content. Very important infrastructure developments are underway or planned. Some of them are essential for Turkey.

Political and football structures

Turkey is a parliamentary representative democracy, with an executive power exercised by the prime minister and his cabinet and a unicameral parliament forming the legislative arm. Together with the legislative system, these structures meet all good governance criteria such as rule of law, separation of powers, democracy and inclusiveness, and transparency.

The centralised character of the Turkish government is balanced by locally elected mayors and councils in the municipalities, including the greater municipalities, which cover large cities.

Football is the most popular sport in Turkey; it has a long history, but it is only in the last decades that it has developed intensively. More than 4,000 clubs are part of the Turkish Football Association and close to 1,000 referees. Almost 3 million amateurs play football in Turkey.

National political and football climate

All major political parties are formally backing the Turkish bid. The current government is particularly supportive and actively involved. UEFA EURO 2016 would probably not be at risk if a new government were to come into power.

Football matters in Turkey and there is great support for UEFA EURO 2016 throughout the population. The "first-time" effect, the passionate people and national pride would help to create extra enthusiasm in Turkey.

Public investment projections

Turkey's investment plan for hosting the event is very high: seven new stadiums are foreseen, as well as major public infrastructure developments.

07: Legal Aspects

The description of the Turkish legal framework and the explanations on the required topics provided in the bid dossier are complete and generally event-specific. The information provided is considered reliable and the current national legislative framework would not constitute a risk for the staging of UEFA EURO 2016.

The political commitment of local and national authorities towards the event is very high, with the prime minister openly declaring the hosting of UEFA EURO 2016 as a "national goal". Turkish Football Association has returned all guarantees, signed without any restrictions, reservations or notable changes.

With respect to intellectual property matters, the Turkish Football Association has addressed UEFA's concerns. Since current legislation in this field does not meet all UEFA's requirements, a draft law has been developed and presented to UEFA. Subject to the enactment of this piece of legislation, the current risks regarding the event's commercial programme would not only be mitigated, but the event would be offered a high level of protection in the territory of Turkey. It is to be noted that the Government intends to

lift an existing ban on promotion of alcoholic beverages to allow for commercial exploitation of the low-alcohol product category.

Immigration, visa, work permits and employment law are not matters in which major difficulties would be expected that could negatively affect the organisation of the event. The legal status of volunteer work would be clarified if the proposed support legislation were enacted.

No legal issues of relevance are envisaged with regard to anti-doping procedures or event insurance requirements.

Safety and security does not appear to constitute a challenge from a legal perspective.

The Turkish Football Association has returned all agreements duly signed without reservations or notable modifications. UEFA EURO 2016 could be staged in accordance with the tournament requirements.

08: Stadiums

Introduction

The Turkish bid includes nine stadiums, of which two would require major renovations and seven would be brand new. A total of €1 billion would be invested in stadium infrastructure, all through full public investment. At this stage the Turkish government has guaranteed 100% of the estimated total investment.

Stadium design

The documentation in the stadiums sector is of a very high standard. Six out of the seven new stadium projects fully meet the UEFA EURO 2016 requirements.

All stadium projects offer high standards for all target groups, including disabled supporters, in terms of viewing, seating and welfare facilities.

More importantly, all safety requirements have been acknowledged in full in the bid, although all stadiums would need to provide detailed information as plans further developed confirming that evacuation times would indeed be met. It has been confirmed that a fence-free stadium bowl concept would be implemented.

The technical areas of the proposed stadiums are generally in line with the tournament requirements.

At certain stadiums adjustments would have to be made to create a good, fluid working model for media, in particular with regard to the stadium media centre, media box, mixed zone and flash positions, but on the whole the media provisions described are good.

Stadium surroundings

All but one of the projects would provide sufficient and flexible space around the stadium to meet the UEFA EURO 2016 requirements to include the hospitality villages and broadcast compound within the security perimeter and to provide sufficient parking facilities for all target groups. Some projects would require redistribution of the allocated spaces, but only one has yet to resolve the issue of sufficient usable parking.

The stadium accessibility and public transport facilities are generally of a good standard, although some projects would depend on the timely delivery of planned public transport developments.

There are no orientation issues with any of the stadiums.

Project management

In general the project management proposed is of a good standard, with strong coordination and management at both national and local level and with empowered client teams involved.

The budgets allocated to the stadium projects look realistic for the work proposed. For the new stadiums an average of €3,400 per seat would be invested, covering fees, site infrastructure, licensing, etc., but excluding the cost of land.

Of the nine stadium projects, one is under way and eight have yet to commence (re)construction work. It is foreseen that three stadiums would be completed during the last two quarters of 2014 and six by July 2014.

During the renovation of one stadium, the home club would continue to play its domestic (and possibly European) matches at home, which would make the work more complicated and time consuming, create programming difficulties and possibly affect the delivery deadline. There would appear to be no issues regarding the deadlines of the other projects, provided construction work started according to the schedules proposed.

All the new stadium project sites are new sites for which all supporting site infrastructure and services would also need to be delivered.

Stadium operations

The total gross capacity offered amounts to 412,475, with an estimated total net capacity of 388,567. This represents 94% of the gross capacity and would be likely to further decrease once the designs were finalised.

Apart from the stadium for the final, all the stadiums proposed would have an anchor

tenant, all but one of which currently play in the highest division. Most projects are based on a concept which also includes non-football use, which would further contribute to the post-EURO legacy.

All stadiums would have an operator in place in time to test the facility with pre-tournament events, for which a proper training budget would be required. Two stadiums would be operated by the clubs and it is unclear which entities or organisations would operate the others.

Conclusion

In general the stadiums sector of the bid put forward by Turkey is professional and of a very high standard. In almost all areas the requirements are met.

The deliverability is generally very good, with seven new stadiums proposed, all funding in place and guaranteed, and no apparent issues with regard to schedules.

It would be essential that the high standards offered in the bid documents were maintained during the execution of all projects.

09: Ground Transport

International ground transport accessibility

Ground transport would play a limited role in Turkey's international accessibility due to its peripheral geographical position in Europe. Consequently, air transport would be of key importance for UEFA EURO 2016. The only significant ground transport exceptions are a new motorway to northern Greece and a planned high-speed rail link to Bulgaria.

Intercity accessibility

During the last decade, Turkey has considerably increased its rail network and its motorway network has almost tripled during the same time frame.

This major national transport infrastructure investment is continuing, involving seven motorway projects (estimated investment of €14.7 billion for 2,100km) and seven high-speed railway projects (estimated investment of €5.4 billion for 2,600km of new double-track lines). The total national investment in ground transport would be €20.1 billion. All of these projects are classified by the ministry of transport and communications as top priorities for completion in time for the tournament.

Bursa, Eskisehir, Konya and Kayseri – four proposed host cities with weak airports – would benefit from new motorway and high-speed rail connections to either Istanbul or Ankara:

- Bursa to be connected to Istanbul by high-speed rail (1hr 30mins) and motorway (2 hrs).
- Eskisehir to be linked to Ankara by existing high-speed rail (1hr 15mins) and a new motorway (1hr 50mins).
- Konya to be connected to Ankara by high-speed rail (1hr 15mins compared to 8hrs at present) and a renovated expressway (2hrs 30mins).
- Kayseri to be linked to Ankara by high-speed rail (2hrs compared to 7hrs at present).

The high-speed train schedule planned for UEFA EURO 2016 would require numerous additional trains to handle the intensive inter-city demand.

Without these new ground transport links, particularly high-speed rail links, the ability of Bursa, Eskisehir, Konya and Kayseri to host UEFA EURO 2016 would be at great risk.

City transport and stadium accessibility

Major municipal urban transport investments are planned in all eight proposed host cities, amounting to a total of €7.1 billion, with a predominant €5.4 billion share in Istanbul. Istanbul and Ankara plan to connect their stadiums to extended high-capacity underground railways. The other six proposed host cities (except Bursa, whose stadium is in the city centre) have new tramway lines proposed to serve the new outlying stadiums, as well as improvements in road access to the stadiums. Often tramway capacities seem to be overestimated and larger numbers of shuttle busses would be needed between the stadiums and city centres/airports. In some cases, such as Antalya, the stadium tramway also serves the airport.

As far as stadium accessibility is concerned, the stadiums in Bursa and Ankara are located in the city centre and could benefit from pedestrian accessibility. The other stadiums are located in peripheral areas and, since most are situated on large plots of land, accessibility would be provided on three or four sides. In general, large car parking areas are planned, as are bus parking facilities.

Overall ground transport assessment

At present two proposed host cities (with three stadiums between them) fully exceed the benchmark. These are Istanbul and Ankara, the only two proposed host cities currently connected by motorway. The other six are straddling the benchmark. However, if at least 40% of the national motorway and high-speed rail plans were delivered by 2016, all

proposed host cities would well exceed the benchmark. This means that Bursa, Eskisehir, Izmir, Konya, Kayseri and Antalya would have the required ground transport performance, assuming the airport accessibility were also adequate (see sector 10).

The quality of the documents provided in the bid dossier is high. The sector is well organised, documented and illustrated. High-quality maps and corresponding tables aid understanding.

10: Airports

Airport capacities

Due to its peripheral position in Europe and the lack of direct motorway and high-speed rail links across the Balkans to central and western Europe, Turkey would have to rely heavily on international medium and long-distance air travel. To meet the tournament requirements, 40% or more of the proposed host cities' net stadium capacities would need to be handled by airports on matchdays.

Following liberalisation measures in 2002, air traffic in Turkey has increased considerably. Domestic air traffic has more than doubled over the last 5 years (from 20 million to 41 million passengers a year) and international air traffic has increased by 26% (from 35 million to 44 million passengers a year).

Three airports have fully satisfactory current and future capacities with regard to 2016 general background traffic and additional UEFA EURO 2016 surges in demand. These are Istanbul Ataturk International Airport, Istanbul Sabiha Gokcen International Airport and Antalya International Airport.

Two other airport hubs of Turkey – Ankara Esenboga and Izmir International – are ex-

pected to be close to their maximum capacity in 2016. Based on this assumption, both airports could face challenges in coping fully with additional UEFA EURO 2016 air travel demands since their respective stadiums are rather large and a substantial number of matches, including a quarter-final in Izmir and a semi-final in Ankara, are planned there. In addition, Ankara Esenboga would have to serve as a back-up airport for Eskisehir, Konya and Kayseri, as all three would be connected to Ankara by high-speed railways in 2016. Therefore both Izmir and Ankara airports would have to seek additional capacities to be in a position to deliver the air travel services expected for UEFA EURO 2016.

The four remaining airports currently do not meet the UEFA EURO 2016 requirements and would need to be supported by other airports: Bursa by Istanbul Sabiha Gokcen International Airport (link by new motorway and high-speed rail), Eskisehir and Konya by Ankara Esenboga (links by new high-speed rail), and Kayseri by Nevsehir Airport and Ankara Esenboga.

Airport connections with city centre and stadium

Istanbul (two airports), Izmir, Konya and Antalya have already linked their airports to an urban rail network or plan to do so within the next six years. With the exception of Ankara, the other airports are much smaller and are connected by bus to the city centres and stadiums. It is unclear why Ankara Esenboga is not linked to the Ankara metro system, high-speed rail hub or bus rapid transit to the city centre.

Night flights

Turkey has produced all the relevant documents to guarantee night flight allowances according to UEFA's requirements.

Overall airports assessment

When taking into account airport transport only, two cities and three stadiums fully meet the tournament needs: Istanbul and Antalya. The other six are below the benchmark. The international and national accessibility of four of these cities would depend on the development of intercity motorway and high-speed rail connections (see sector 09) and on capacity increases at both Izmir and Ankara international airports.

11: Accommodation and Training Centres

Overall situation

Turkey is a well-established tourist destination that has doubled its number of foreign visitors over the last ten years (more than 26 million), ranking it among the top ten destinations in the world. All tourist activities are the responsibility of the ministry of culture and tourism and, for certain domains, that of the district municipalities. In term of its rating system, Turkey has a two-tier hotel ranking: one based on the international standard (one to five stars), managed by the ministry of culture and tourism, and one local system, managed by the municipalities. The ministry of culture and tourism has signed the necessary guarantee and certified that the information provided in the bid dossier is accurate.

No major simultaneous events are reported which could negatively impact UEFA's exploitation of the hotel market capacity.

Existing accommodation – overall market capacity and quality

Istanbul and Antalya could easily accommodate all target groups, including fans. In addition, Ankara and Izmir could potentially host most target groups, including fans, within a reasonable distance. The situation in the remaining four cities is critical, especially in Eskisehir and Konya. The feasibility for these cities to host UEFA EURO 2016 matches is very much dependant on accommodation expansion plans and the development of relevant transport infrastructure (highways and high-speed trains). An impressive number of accommodation projects, backed by the Turkish government, have been proposed in the bid dossier. In addition, as schools would be closed at the time of the final tournament, a large number of student dormitories would be made available in all cities to provide additional beds for fans.

When it comes to UEFA's key target groups, Istanbul, Antalya, Ankara, Izmir and Bursa could meet UEFA's requirements. In Eskisehir, Kayseri and Konya, the capacity is borderline or insufficient to cover UEFA's requirements, even if three-star properties are included, but the proposed development plans would resolve this and solutions could also be found in an extended area involving medium or long-distance travel. Nevertheless, it must be noted that a potential risk to event operations exists in Eskisehir, Kayseri and Konya, should the accommodation and transport development plans not be materialised.

The proposed international broadcast centre is located in Istanbul, where there is sufficient capacity available and UEFA's requirements would be met.



Secured accommodation for UEFA's key target groups

Based on the signed hotel forms received, the level of secured accommodation is in line with UEFA's expectations in Antalya, Bursa and Istanbul, although for the final in Istanbul an extra effort would need to be undertaken to fully reach the target. In Kayseri, the minimum requirements would be reached by including hotels located more than 50km from the stadium. In Eskisehir and Izmir, the minimum requirements are nearly reached. In Ankara, only half of the required capacity has been secured to date but, due to the city's good accommodation infrastructure, there would be a good chance of reaching the target at a later stage. In Konya, only half of the required capacity has been secured and as the overall capacity of the city is low, the situation here would remain challenging. In certain cities (mainly Istanbul and Antalya), the same number of secured rooms could be achieved with fewer properties if a better commitment were received from the hotels. Generally speaking, it appears that the hotel market is committed to this event.

Hotel rates

Based on the reservation forms received and the best internet rates available in June 2010 (midweek), it can be stated that the hotel rates in all cities appear to be well below UEFA's requirements, although certain five-star properties in Istanbul are around UEFA's maximum. It is important to note that the reported rates may have been positively affected by the worldwide financial crisis.

Team base camps

The bid dossier is well prepared. 48 team base camps (composed of a team hotel and a corresponding training ground) have been

proposed, as well as one referees' base camp, all of which are within easy reach of an airport. Most of the proposals are located in the greater Antalya region with a few in and around Konya, Eskisehir and Kayseri.

The majority of the proposed hotels are of the required standard and have the appropriate leisure facilities. There are a lot of large hotels with high room capacities, however, which could be challenging with regard to the privacy required for the teams.

All training grounds are within the requested distance of the corresponding hotel. The overall standard in terms of facilities (dressing rooms, floodlights, etc.) appears to be good. Thirteen of the proposals have stands with the requested capacity of 2,000 seats; it may be that temporary facilities would be required at the others.

12: Technology Infrastructure

Turkey has delivered a solid technology infrastructure sector that shows it collected all its information from the several companies involved in this area. Consolidation was limited and the information originally provided in the bid dossier was not always clear or complete, but additional information and commitments from private and public organisations have since been provided.

Regarding competition, Turkey has an open but regulated market. The liberalisation process is still very recent, but there are now several providers on the Turkish telecommunications market that could make the necessary infrastructure improvements to host UEFA EURO 2016. In addition, the competitive environment in the Turkish telecommunications markets is expected to continue to evolve, allowing this sector to offer a wider

range of not only telecom services, but also traditional information and communication technologies.

The existing infrastructure meets the current needs of the country. In mobile communications in particular, Turkey is very well developed. International connectivity is also sufficient to meet the country's needs, and upgrades are already foreseen.

For UEFA EURO 2016, the terrestrial infrastructure would need to be developed further, but the relevant parties have pledged to complete the necessary improvements and have guaranteed investment. Constant upgrades are already under way.

Telecom providers in Turkey do not provide broadcasting services themselves, however there are other companies active in the Turkish market that have the skills and experience to do so. Regarding the portfolio of services to be delivered, from voice to audio and video broadcast, Turkey cannot provide an overall solution using one single telecom provider, but alternatives are available on the market and the resources of several companies could be combined.

Overall, certain infrastructure upgrades would be required to meet the specific requirements of UEFA EURO 2016, but the existing infrastructure and strong commitment and support from the authorities make this a low risk sector.

13: International Broadcast Centre

The facilities presented for the proposed international broadcast centre are of a high standard and completely new, having been completed in 2009. The location is very good and close to the city.

Based on the current set up and layout further discussions with the operator would be necessary. In particular the exact area that would be offered and the relevant technical specifications of that area including weight bearing and ceiling height.

The indicated costs seem to reflect the market, but further discussions would again be helpful to determine the services which are included.

14: Fan Zones

Some of the proposed host cities have remarkable experience in holding major international sports events (e.g. UEFA Champions League final, Universiade, Formula 1), or major public entertainment events.

The fan zone concept is well understood and features certain exceptional and scenic sites (e.g. Çatladıkapı Coast Park in Istanbul).

15: Safety and Security

Strategy and vision

The strategies underpinning the Turkish bid are said to be "security through cooperation" and an upbeat, service-oriented philosophy supporting the tournament slogan "like never before". There is an emphasis on creating a common stadium safety and security concept across Turkey in support of this. This includes a continuation of the 2005 stadium licensing project, new binding safety and security regulations, specific new legal measures relating to stewarding and private security at football events and a common set of stadium rules for the tournament. These are all assessed as positive and necessary

measures to improve the environment for all target groups.

Details are provided of the project management structure which could be set up to implement the safety and security strategy, with reference made to the objective of integrating internal and external stakeholders and partners. In general terms, information is provided on how the overall vision and strategy would be achieved and the organisational structure at strategic, coordination and operational levels is defined. This includes details on public-private interface structures. Detailed information on how the concept would become reality would be required in due course.

Risk analysis

In respect of risk analysis, the relevant documentation reproduces the risk categories outlined in the tournament requirements. The strategies for minimising these risks would require further discussion, and a consistent methodology would need to be applied, including a ranking and assessment of the likelihood or estimated incidence of risks.

Capabilities

The assessment of capabilities section is concise. It refers to Turkey's experience in successfully hosting major sports events including UEFA Champions League and UEFA Cup finals. There is a clear commitment to further enhance current standards in line with recognised European best practice.

The bid document represents general statements of intent across the spectrum of capabilities. Further details on how the objectives would be achieved would be required from each partner. Further realistic assessments of current levels of competence would also be required.

Plans in the areas of counterterrorism, public health and supporter empowerment are positive elements, and reference is made to a common policing profile and the implementation of the 3D philosophy. Reference is also made to Turkey's commitment to international police cooperation and the role of the national football information points. Effective links to other existing pan-European structures and guidance would require further discussion.

How the proposed integrated approach would actually work would also require further specification, although there are plans for joint training of police and private agencies in the run-up to the event.

Action plans, project management and budget

In respect of action plans, there is a brief outline of a project management structure which acknowledges the obligation to adopt such a framework. The bid contains a diagram outlining the basic planning levels, and milestones are defined in general terms. There is a non-exhaustive list of action set out, which is a positive step. Key action includes the revision of legislation, the establishment of an effective national organisational structure and the appointment of a national safety and security coordinator.

Details of the public and private safety and security budget for UEFA EURO 2016 are provided.

16: Host Country and City Promotion

The Turkish proposal is interesting, with a large number of initiatives, most of which are centralised. No indication is given of each city's programme. The creation of a promo-

tion agency for 2016 to coordinate the different initiatives is a good idea, provided it complies with the marketing guidelines established by UEFA.

The promotional ideas are good. The proposals linked to revenue generation, however, would need to be looked at carefully with the commercial rules in mind, and the real income which could be derived from the activities (e.g. host city poster promotion) would need to be accurately assessed. The campaigns would be financed by the central government and the municipalities.

17: Organisational and Operational Matters

This sector is positive, as it offers what is considered to be an efficient organisational structure that is well adjusted to the existing context. Another positive consideration is the possibility of UEFA being represented on the company's board of administration. The company would be set up well in advance, which would allow it to follow UEFA EURO 2012 preparations. An ideal time would be the second half of 2011.

The salary range is consistent between the different hierarchical levels, except at the lowest level where they are a bit higher than expected. There seems to be a large enough educated, English-speaking workforce for UEFA to be confident the right people would be found and recruited.

The volunteer movement is developing in Turkey. The proposed volunteer model is in line with best practice and, from a legacy point of view, UEFA EURO 2016 would be a key milestone in the further development of the volunteer movement in the country.

18: Pre-Tournament Events

Four proposals were submitted: One in Istanbul and one in Ankara for the qualifying draw, and one in Istanbul and one in Antalya for the final draw. The venues proposed in Ankara and Antalya are not suitable for this type of event, as hotel ballrooms do not offer sufficient ceiling height or surrounding space.

Istanbul meets all the requirements to stage the qualifying and final draws: it is a city of international repute and has two international airports and sufficient high-end accommodation. The Istanbul proposition for the qualifying draw would be suitable. The proposed dinner venue is also a nice venue that meets the requirements.

The proposal in Istanbul for the final draw offers good facilities. The size and orientation of the TV compound area seem fine, provided there is an unobstructed view to the south. The proposed dinner location is a beautiful venue and suitable for such an event.

The cost of renting for both the Istanbul venues is in line with venues on a similar scale.

19: Financing

The ticket prices presented are heavily based on UEFA EURO 2008, although the category 3 prices are lower. The proposed share of category 1 tickets stands at 40%. As the ticket prices are relatively low, the estimated revenue from ticket sales is moderate but acceptable.

In addition, a large percentage of category 1 seats would be linked to hospitality, so even if the proposed price of hospitality packages is moderate, estimated revenue is high due to the sheer number of packages offered.



Italy





UEFA
EURO 2016
ITALY
CANDIDATE





Host City	Stadium	Net
Roma	Stadio Olimpico	60,216
Milano	Giuseppe Meazza(San Siro) (renewal)	71,290
Napoli	Stadio San Paolo (renewal)	56,898
Palermo	Stadio di Palermo (new)	33,866
Verona	Marcantonio Bentegodi (renewal)	30,089
Firenze	Stadio Artemio Franchi (renewal)	30,087

Host City	Stadium	Net
Bari	Stadio San Nicola (renewal)	40,637
Torino	Stadio Juventus (new)	40,012
Udine	Stadio Friuli (renewal)	40,026
Cagliari	Karalis Arena (new)	30,606
Parma	Stadio Ennio Tardini (renewal)	30,225
Cesena	Stadio Dino Manuzzi (renewal)	30,598



Host city: Roma
Stadium name: Stadio Olimpico
Net capacity: 60,216
Matches planned: Group phase, round of 16, quarter-finals, final
Stadium status: Existing stadium, no major renovation
Current owner: Coni Servizi SpA
Current operator: Coni Servizi SpA
Investment budget: €5 million
Teams: AS Roma, Serie A in 2009/10
 S.S. Lazio, Serie A in 2009/10



Host city: Milano
Stadium name: Stadio Giuseppe Meazza (San Siro)
Net capacity: 71,290
Matches planned: Opening match, group phase, round of 16, quarter-finals, semi-finals
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Milano
Current operator: Consorzio San Siro Duemila
Investment budget: €41 million
Teams: AC Milan, Serie A in 2009/10
 FC Internazionale, Serie A in 2009/10



Host city: Napoli
Stadium name: Stadio San Paolo
Net capacity: 56,898
Matches planned: Group phase, quarter-finals, semi-finals
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Napoli
Current operator: Comune di Napoli
Investment budget: €80 million
Teams: SSC Napoli,
 Serie A in 2009/10



Host city: Bari
Stadium name: Stadio San Nicola
Net capacity: 40,637
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Bari
Current operator: AS Bari
Investment budget: €30 million
Teams: A.S. Bari,
Serie A in 2009/10 season



Host city: Torino
Stadium name: Stadio Juventus
Net capacity: 40,012
Matches planned: Group phase, round of 16, quarter-finals
Stadium status: New stadium, completion in 2011
Current owner: Juventus FC
Current operator: Juventus FC
Investment budget: €105 million
Teams: Juventus FC,
Serie A in 2009/10



Host city: Udine
Stadium name: Stadio Friuli
Net capacity: 40,026
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Udine
Current operator: Udinese Calcio SpA
Investment budget: €50 million
Teams: Udinese Calcio,
Serie A in 2009/10



Host city: Palermo
Stadium name: Stadio di Palermo
Net capacity: 33,866
Matches planned: Group phase, round of 16
Stadium status: New stadium, completion in 2014
Current owner: Comune di Palermo
Current operator: Comune di Palermo
Investment budget: €196 million
Teams: US Città di Palermo,
Serie A in 2009/10



Host city: Verona
Stadium name: Stadio Marcantonio Bentegodi
Net capacity: 30,089
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Verona
Current operator: Comune di Verona
Investment budget: €40.3 million
Teams: AC Chievo Verona,
Serie A in 2009/10
Hellas Verona FC,
Lega Pro Prima Divisione B in 2009/10



Host city: Firenze
Stadium name: Stadio Comunale Artemio Franchi
Net capacity: 30,087
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Firenze
Current operator: ACF Fiorentina
Investment budget: €80 million
Teams: ACF Fiorentina,
Serie A in 2009/10



Host city: Cagliari
Stadium name: Karalis Arena
Net capacity: 30,606
Matches planned: Group phase, round of 16
Stadium status: New stadium, completion in 2013
Current owner: Comune di Cagliari
Current operator: Comune di Cagliari
Investment budget: €49.6 million
Teams: Cagliari Calcio,
Serie A in 2009/10



Host city: Cesena
Stadium name: Stadio Dino Manuzzi
Net capacity: 30,598
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Cesena
Current operator: A.C. Cesena
Investment budget: €27.5 million
Teams: AC Cesena,
Serie B in 2009/10



Host city: Parma
Stadium name: Stadio Ennio Tardini
Net capacity: 30,225
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Comune di Parma
Current operator: Parma F.C.
Investment budget: €40 million
Teams: Parma FC,
Serie A in 2009/10

02: UEFA EURO Vision

The vision of the Italian bid to host the final tournament of the UEFA European Football Championship in 2016 is to create a festive pan-European event by welcoming guests from all over the continent in such a cordial and friendly way that they “feel at home”. The bid is based on strong assets that would help to ensure the successful staging of the final tournament, such as a distinct football culture, well-developed general infrastructure, expertise in the organisation and staging of major sports events, the country’s status as a top tourist destination and the potential to increase revenue for European football.

While the vision of the Italian bid is aligned with UEFA’s long-term strategy, the key motivations have been outlined in a very generic way and are not explained very precisely. Nevertheless, one recurring element is the modernisation of stadium infrastructure in order to create a legacy for Italian and European football.

03: Overall Tournament Concept

The overall tournament concept covers 12 venues, from which a final selection of 9 would need to be made by the end of May 2011, should Italy be appointed to host UEFA EURO 2016. The proposed venues are attractive and spread all over Italy. In general, the accessibility of the venues is good and travel times are reasonable. Only Palermo and Cagliari would take longer to access due to their peripheral position in Italy. As far as stadium capacities are concerned, a good mix of smaller and bigger stadiums has been proposed, which would allow for some flexibility when drawing up the match schedule.

The total net stadium capacity (indicated as an average figure, as the final venue selection would be made only if appointed) adds up to around 2.369 million spectators.

The proposed match schedule provides a good basis for discussion with UEFA, which would take the final decision.

All things considered, the overall tournament concept seems to be well elaborated.

04: Tournament Legacy

The long-term benefits have been summarised in two main categories. First of all, it is expected that the organisation of UEFA EURO 2016 would bring benefits to the “Italian economic system and all of its cities” in areas such as infrastructure, transport, tourism and foreign investments, to mention only a few. Secondly, the organisation of the final tournament would contribute to the direct growth of football as a whole through new or refurbished stadium infrastructure, the development of new safety concepts, technological innovations, the enhancement of specific “know-how” and the fostering of a new generation of sports managers in Italy.

For each city several legacy initiatives have been elaborated. The initiatives presented are related to stadium and transport infrastructure improvements, environmental and social responsibility, safety and security, and the economy. It is stated that the project implementation would be monitored by a central commission, which would be appointed at the onset of the project. On the football side, one key initiative would be the organisation of a series of football-related programmes for Italian and international schools, bringing a sense of familiarity be-

tween the fans and the locals and leaving an important mark on the cities and inhabitants.

As far as the long-term stadium legacy is concerned, all proposed stadiums seem to have a well-elaborated concept. All proposed stadiums are the homes of clubs playing either in the first (11 clubs) or second division (1 club).

To conclude, the legacy concepts presented are very generic, especially the planned infrastructure projects, some of which do not seem to be directly linked to the event itself. However, regarding stadium infrastructure in particular, a very good long-term legacy would seem to be generated by UEFA EURO 2016.

05: Social Responsibility and Environment

The Italian bid is well structured, demonstrating some very clear ideas for projects that cover most of the tournament requirements. Many welcome references are made to international standards and certifications – a sure sign of commitment by the bid.

The transport, and water and waste management sub-sections are the strongest environmental components, with green infrastructure introducing a creative initiative concerning the placement of fan zones. The dossier outlines plans to embrace the UEFA EURO 2008 'Kombi-ticket' concept, which would represent a significant reduction in CO2 emissions over the duration of the tournament.

The social responsibility section has a number of potentially valuable projects such as the proposal made for an anti-discrimination awareness project that takes a multi-stakeholder approach. The welcome and

community development sub-section also includes a good, detailed fan embassies project.

The sector opens with three messages that put forth central objectives concerning social responsibility and environment: creating a lasting legacy, instilling a culture of responsibility and welcoming foreign visitors. This sets the tone well and could have been reflected upon more frequently in the main text to detail how these objectives could be met through the tournament. Many proposals would need to be developed further to demonstrate how they could be integrated into the tournament, and greater use of the pan-European Respect campaign would add value here.

Some of the statements made, such as "better than zero event", "positive impact on the environment in its every phase" and "nearly 100% recycling rates", would have benefitted from an explanation as to how they could be achieved. It would also have added more strength to the proposals if indicators had been followed by an explanation of how the outcomes of the proposed activities would be measured.

Insufficient information is provided on the Football is Health campaign to properly assess its potential impact. Details about how the campaign would be organised and a curriculum developed for the local sports organisations and schools would have been useful. Other valuable additions to the welcome and community development sub-section would have been information concerning local employment opportunities and the local sourcing of materials (also relevant to the environment section). The goal defined in the respect and responsibility section is vague and the references to the projects unclear.

06: Political and Economic Aspects

General comment

This is a good and complete sector in terms of descriptions and content. Even though no national infrastructure development projects are necessary, due to the regions' high level of autonomy the necessary investments at city and stadium level would require close monitoring to ensure timely delivery.

Political and football structures

The political structures in Italy comply with good governance criteria such as rule of law, separation of powers, democracy and inclusiveness, and transparency. Its governmental framework relies on an executive power collectively exercised by the council of ministers and a two-chamber legislative system.

Italy is subdivided into 20 regions that enjoy a significant level of autonomy and self-determination of their governmental structures. This system could create potential coordination issues and is an area which would need to be monitored carefully.

Football is an integral part of Italian culture. The Italian Football Federation itself was founded in 1898 and regroups about 15,000 clubs and 36,000 referees. Close to 5 million people play football in Italy.

National political and football climate

All major political parties fully support the bid to host UEFA EURO 2016. As a result, were a new government to come into power, it would not have a significant impact on support for this event.

Football is big and a real passion in Italy. There is a very good support for UEFA

EURO 2016 throughout the whole of Italian society and its other sports organisations.

Public investment projections

Important investments at city and especially stadium level would be required to host UEFA EURO 2016.

07: Legal Aspects

The description of the Italian legal framework and the explanations on the required topics provided in the bid dossier are generally event-specific but quite succinct. The information provided is considered reliable and the current national legislative framework would not constitute a risk for the staging of UEFA EURO 2016.

The authorities are committed towards the event. The Italian federation has returned all guarantees, signed without any restrictions, reservations or notable changes.

With respect to intellectual property matters, the Italian bid addresses most of UEFA's concerns. Since current legislation in this field does not meet all UEFA requirements, the Italian federation has submitted a draft of law to UEFA. Considering the current gaps in the legislation, the enactment of support legislation would mitigate the risk of certain aspects of the event's commercial programme to suffer from unfavourable legal conditions. However, with respect to illicit goods (counterfeiting and customs) and illicit match tickets, the current Italian system is efficient. There is also no legislation prohibiting advertising of any of the usual product categories commercialised by UEFA.

Immigration, visas, work permits and employment law are not matters in which difficulties would be expected that could negatively

affect the organisation of the event. Volunteer work is an established practice in Italy, where large sports events are regularly organised, subject however to volunteers being hired by a non-profit legal entity.

Doping is considered a criminal offence in Italy. No legal issues are envisaged with regard to anti-doping procedures or with regard to event insurance requirements.

The Italian Football Federation has returned all agreements duly signed without reservations or notable modifications. UEFA EURO 2016 could be staged in accordance with the tournament requirements.

08: Stadiums

Introduction

The Italian bid includes 12 stadiums, of which one is an existing stadium (Rome, proposed for the final), eight would require major renovations and three would be new constructions. A total of €740 million would be invested in stadium infrastructure, through either public or private funding. At this stage the public authorities have guaranteed 86% (€640 million) of the total investment; the remainder of the budget is in the process of being secured through private investment.

Stadium design

Generally, the quality of the sector 08 documentation is reasonable.

Considering the fact that eight out of 12 stadiums would require major renovations, the limitations of the existing structures would affect the extent to which certain quality levels could be achieved, in terms of seating (seat widths, tread depths, maximum viewing

distances, rake of the tiers and c-values) and welfare facilities.

All but one of the proposed Italian stadiums have not considered implementing full-height turnstiles integrated into the stadium facades. All stadiums would also need to provide detailed information as plans developed to confirm that evacuation times would indeed be met. It has been confirmed that a fence-free stadium bowl concept would be implemented. The three new stadium projects are generally of a good standard. In some projects the technical areas would need to be revised in order to fully meet the tournament requirements. In addition, in some projects media provisions would have to be improved in order to create a good, fluid working model for media, in particular with regard to the stadium media centre, media box, mixed zone and flash positions.

Stadium surroundings

Some of the stadiums proposed, including the one for the final, have insufficient space around the stadium to meet the UEFA EURO 2016 requirements to include the hospitality villages and broadcast compound within the security perimeter and to include sufficient parking facilities for all target groups. Accessibility and circulation around the stadiums is a concern and limited information about relevant public transport facilities was provided. There are, however, no serious orientation issues with any of the stadiums.

Project management

In general the proposed project management is of an acceptable standard. The budget allocated to the renovation projects appears reasonable in light of the work proposed. However, when determining the scope of work for each stadium, a clear choice has

been made on the basis of a cost-benefit analysis, taking into account stadium legacy and accepting the fact that the UEFA EURO 2016 requirements can only be fully met by renovating stadiums at a very high cost. The budget for one of the new stadiums is unrealistically low however budget overruns would be covered by the local and regional government. The budgets proposed for the other two new stadiums are high, mainly because of a high budget allocation for supporting site infrastructure. The average investment for the new stadiums would be €3,200 per seat (covering fees, site infrastructure, licensing, etc.).

Of the 11 stadiums which would require (re)construction work, 1 project is currently under way and the other 10 have yet to commence. Based on the bid documents received, it is foreseen that all stadium projects would be completed by July 2014. During the eight renovations, the home clubs would continue to play their domestic (and sometimes European) matches in the stadiums, which could make the work more complicated and time consuming, create programming difficulties and possibly affect the delivery deadline.

It is foreseen that almost all stadium projects would be run by the municipalities, with a monitoring role for the local organising company, to ensure the UEFA EURO 2016 requirements are met.

Stadium operations

The total gross capacity offered amounts to 394,635 (nine-stadium average), with an estimated total net capacity of 359,366. This represents 91% of the gross capacity and would be likely to further decrease once the final nine stadiums were selected and the designs finalised.

For the stadium proposed for the final, the reduction in net capacity caused by the full UEFA EURO 2016 requirements (c-values and maximum viewing distances) has not been considered. In addition, two projects have significantly reduced their gross capacity by not including (part of) their lower tiers with inferior seats. Were these seats to be included to meet the capacity requirements, it would affect not only the viewing experience of the spectators but also the TV image of these stadiums.

All the stadiums proposed have an anchor tenant, all but one of which currently play in the highest national division. The timely appointment of professional operators to test the facilities with pre-tournament events and the availability of proper training budgets would have to be ensured. The stadium operators would be either public entities or the clubs themselves.

Conclusion

In general, the stadiums sector of the Italian bid is professional and of a reasonable standard, although in some areas the requirements are not met in full.

A number of compromises have been made by the stadium project teams, in particular with regard to seating, welfare, viewing quality, turnstiles and media provisions, as well as the UEFA EURO 2016 event overlay. This sector of the bid is deliverable but close attention would have to be paid to the schedules proposed (use of the stadiums during (re)construction) and the budgets and financial guarantees provided.

Finally, careful consideration would have to be given to the lack of space surrounding the proposed final venue as well as some of the other stadiums, where the external space requirements are not met in full at this stage.

09: Ground Transport

International ground transport accessibility

Italy is located in central-southern Europe and its international accessibility is therefore good. The international motorway network offers acceptable but rather long travel times across the Alps and through cross-alpine tunnels, which are often subject to heavy car and truck traffic. The main standard and high-speed rail networks continue to be expanded. The remote south-eastern part of the country (Bari) and the islands (Cagliari and Palermo) suffer from reduced ground/sea accessibility, placing much higher demands on airports (see sector 10).

Intercity accessibility

The northern part of the country is compact and benefits from a dense network of transport infrastructure. Most proposed northern and central host cities are connected by high-speed railways and motorways, offering travel times between them of under 3 hours. The domestic accessibility of southern cities, such as Bari, and the islands (Cagliari and Palermo) is more restricted and travel times to and from the other Italian host cities would be much greater.

City transport and stadium accessibility

The proposed host cities of Milan, Rome, Naples and recently Turin have underground metro networks. Florence is planning to construct a full tramway network before 2016. Bari, Cagliari and Verona are medium-sized cities and have much smaller public transport networks. Cagliari, however, plans to link its airport to its existing railway system and Bari is developing a suburban train system which would be very useful for UEFA EURO 2016 if

built in time. The rather small towns of Parma, Cesena and Verona have city-centre stadiums with pedestrian accessibility concepts. For Udine and Palermo, no strong public transport links have been reported to serve the remote stadiums.

As far as stadium accessibility is concerned, seven of the proposed host cities are above the benchmark, two are straddling the benchmark (Bari and Rome) and three are currently slightly below the benchmark (Cesena, Palermo and Udine).

Overall ground transport assessment

For the most part, the ground transport sector is compact and reasonable. Eight of the proposed host cities are above the benchmark (Cesena, Florence, Milan, Naples, Parma, Rome, Turin and Verona), two are straddling the benchmark (Bari and Udine) and two are below the benchmark (Cagliari and Palermo).

As far as the quality of the documents provided in the bid dossier is concerned, the ground transport sector is rather poorly presented and illustrated, which makes a full understanding of the concepts a challenge.

10: Airports

Airport capacities

The airports of Rome (Fiumicino and Ciampino) and Milan (Malpensa and Linate) are big hubs and have sufficient current and future capacities to handle 2016 general background traffic and additional UEFA EURO 2016 surges in demand.

The airports in the other proposed host cities have only medium to small airports with often fewer than 5 million passengers/year pro-

jected for 2016. Some of these airports would, if considered separately, be insufficient to cope with expected UEFA EURO 2016 air traffic demands on matchdays, especially in the southern cities, where air travel would be expected to dominate. This explains why, for most host cities, two gateway airports have been recommended in the bid dossier. This helps to increase capacities but is not an optimal solution because efficient high-speed rail connections between the support airports and the stadiums are normally not available.

Airport connections with city centre and stadium

The airports in Rome, Milan and Turin are well connected by railway with their respective city centres. Four proposed host cities (Bari, Cagliari, Florence and Naples) plan to link their airports to an urban rail network by 2016 and Palermo has announced plans to enhance the capacity of the existing rail link by adding an additional track. The airports of the other proposed host cities (Cesena, Udine, Verona and Parma) will only be connected by bus, which is less convenient and reliable for transporting large numbers of fans.

Night flights

Italy has produced all the relevant documents to guarantee night flight allowances according to UEFA's requirements.

Overall airports assessment

The cities of Rome and Milan clearly exceed the airport transport needs for UEFA EURO 2016. Turin, Cesena and Parma are slightly above the benchmark while Verona and Naples are straddling it. The cities of Florence and Udine are below the benchmark but

the gap could potentially be filled by other bigger airports in reasonable proximity provided that efficient high-speed rail connections are available.

Bari, Cagliari and Palermo are below the benchmark and solutions would need to be found.

11: Accommodation and Training Centres

Overall situation

According to the World Tourism Organisation, Italy is one of the five most visited countries in the world. The Italian government and ministry of tourism are responsible for activities relating to the promotion and administration of tourism in Italy. Tourism in general is one of the key industries behind the Italian GDP and accommodation is widespread. Italy uses standard international ratings to classify its hotels. The Italian government has signed the necessary guarantee and certified that the information provided in the bid dossier is accurate.

Except for a few events in Florence which would require careful attention, no major simultaneous events are reported which could negatively impact UEFA's exploitation of the hotel market capacity.

Existing accommodation – overall market capacity and quality

Rome, Milan and Florence could easily accommodate all target groups, including fans. All other proposed host cities would require medium or long-distance travel by fans. The situation is more complicated in Palermo and Cagliari which, as island cities, are harder to access. In general, however, it should be

noted that Italy has lots of alternatives to hotels in all cities, which is an excellent opportunity for fans.

When it comes to UEFA's key target groups, all the cities proposed appear to meet UEFA's requirements, except Udine, where the lack of four and five-star properties could potentially be compensated for by lower hotel categories or within an extended area (up to 100km).

The proposed international broadcast centre is located in Rome, where there is sufficient capacity available and UEFA's requirements would be met.

Secured accommodation for UEFA's key target groups

Based on the signed hotel forms received, the level of secured accommodation is outstanding in all cities thanks to cooperation with the Italian associations of hotels and tourism (Associazioni Alberghiere Nazionali) and the excellent responsiveness and commitment of the hotel industry in general. However, an additional effort with the hotels offering the largest capacities would be expected, in order to obtain a higher percentage of their capacity, resulting in the same level of secured rooms (or higher) with fewer properties.

Hotel rates

Based on the reservation forms received and the best internet rates available in June 2010 (midweek), it can be stated that the hotel rates in general meet UEFA's requirements, although Rome, Milan and Florence report rates slightly above the UEFA maximum, in particular in five-star properties. It is important to note that the reported rates may have been positively affected by the worldwide financial crisis.

Team base camps

78 team base camp hotels have been proposed, as well as 70 training grounds and one referees' base camp. Some hotels are paired with several training grounds and vice versa, which makes the dossier difficult to follow. All proposals are within easy reach of an airport and there are offers near each host city, although the overview map provided does not indicate the exact location of the team base camps.

Only 12 of the 78 proposed team hotels are in the five-star category and some of the four-star hotels do not meet the required standard and lack the appropriate leisure facilities. 51 hotels have been contracted.

Most of the proposed training grounds are within the requested distance of the corresponding hotel. The overall standard in terms of facilities (dressing rooms, floodlights, etc.) appears to be good. However, some of the proposals do not have stands of the requested capacity (2,000 seats). It may be that temporary facilities would therefore be required. Only a few training grounds seem to offer sufficient press conference facilities.

12: Technology Infrastructure

Italy has delivered good documents that show that the relevant information was collected from the several companies involved in this area, although greater consolidation and preliminary analysis would have been useful.

Regarding competition in the telecommunications market, Italy has an open but regulated market, which has already achieved a considerable level of maturity, meaning there are alternatives in terms of telecom providers that have the ability to deliver the required services.

The existing infrastructure in Italy is up to date, geographically well distributed and supported by well-known vendor equipment.

The consolidated capacity of the proposed host cities does not currently meet the needs of the tournament and upgrades would be required, but plans for continuous improvements are under way.

The experience of the teams operating the networks, with the proper levels of knowledge and certification, is evidence of the excellence of the Italian telecommunications network.

Italy has good knowledge in the area of broadcasting services, although the expertise is that of the public/private national broadcasters and not the telecom companies.

Recent experiences such as the Torino Winter Olympics are a good indicator of the readiness of the country to host a major event with major worldwide coverage and distribution.

Regarding the portfolio of services to be delivered, and again from a technology point of view, Italy has a complete set of services that can be delivered by one single company.

Another of the positive aspects of the Italian bid is the existence of dedicated data-related infrastructure on Swiss territory, ensuring an easy connection to the existing UEFA infrastructure.

Overall, Italy responds well to UEFA's expectations regarding technology infrastructure.

13: International Broadcast Centre

The proposal presented for the international broadcast centre facilities is of a high quality

and the proposed usage and layout of facilities is very good. The large site would ensure total flexibility and scope for expansion should additional facilities be required at a later stage. The cost estimates and pricing are very clear and it is easy to determine what is included in the offer.

The satellite farm view to the southern horizon requires review to ensure that there is adequate satellite visibility. Normally during an event such as UEFA EURO 2016, external suppliers are selected based on specific criteria and therefore the exclusivity of external suppliers is only relevant if they meet these requirements. UEFA reserves the right to choose all suppliers for the international broadcast centre.

14: Fan Zones

All proposed host cities have remarkable experience in holding major international sports events (e.g. UEFA Champions League finals, Winter Olympic Games 2006, Giro d'Italia, FIFA World Cup 1990), or major public entertainment events.

Italy proposes a well-developed concept, with exceptional sites as main venues (e.g. Circo Massimo in Rome) and scenic, although not very central, secondary locations.

15: Safety and Security

Strategy and vision

The vision and strategy outlined are focussed on creating a fan-centred approach to the tournament, supported by an appropriate regulatory framework. This involves the codification of all existing laws to create a single statute within the next two years, which would

be a positive and necessary step. A fence-free stadium policy is planned, as well as a relaxation of the personalised ticketing concept.

The organisational structure outlined is based on a clear division of roles and responsibilities between public and private agencies. The national and local organisational structures represent an integrated approach to safety and security. This is recognised as a crucial part of the overall safety and security concept. Importantly, reference is made to Italy's experience of successfully hosting large-scale events such as the Torino Winter Olympics, suggesting that the country has the ability to create a fan-centred approach in an environment where public-private partnerships have already been introduced. Detailed information on how the concept would become reality would be required in due course.

Risk analysis

The risk methodology used provides some estimates of the incidence and likelihood of risks, although elaboration on this would be required. The risk analysis itself contains relevant information on risk reduction strategies. It would, however, be necessary to provide a ranking of risks and proposals for an integrated approach and systematic coverage of all risks relevant to UEFA EURO 2016.

Capabilities

All areas of capability referred to in the tournament requirements are assessed. As regards maintenance of public order and public safety and security services, clarification has been given of key indicators in respect of policing and law enforcement, including an outline of the integrated command and control method to be adopted as well as the roles

and responsibilities of the police and other public and private agencies.

There is a commitment to further enhance current standards in line with recognised European best practice. Evidence has been provided that the stewarding system in Italy is bearing fruit. In the section on stadium safety management, the model proposed reflects an integrated approach. Evidence of capabilities is provided, for instance in the sections on public health and safety, counterterrorism and international cooperation, which draw well on previous experience from major events.

Action plans, project management and budget

The section describing action plans provides a global diagram of milestones between now and 2016. Further details and additional specifications regarding project management would be required. Each section in the assessment of capabilities includes strategies, many of which outline key developments to be achieved in the period leading up to the tournament. Examples are the codification of legislation, the creation of networks to support international cooperation and the setting up of criminal investigation units to accelerate investigations and court proceedings. It would be necessary to incorporate all these developments into a single action plan with realistic milestones.

In respect of the budget and breakdown of costs, Italy refers to the example of the Torino Winter Olympics and provides overall cost estimates in respect of public and private safety and security.

16: Host Country and City Promotion

The Italian proposal contains a clear and interesting general theme and a good indication is provided of how it would be realised. The roles and responsibilities within the various entities are clear.

The concept of organising a sequence of 24 promotional events in the host cities is interesting and ambitious, and it is good to note that it would involve various groups, including universities. The campaigns would be led by the ministry of tourism, but no indication of the source of funding for all these activities is given.

17: Organisational and Operational Matters

The proposal offers an efficient organisational structure that would suit the Italian context well. Another positive point is the fact that the bid offers UEFA the possibility of being represented within the local organising company. Setting up the company as early as December 2010 would certainly allow it to take advantage of the UEFA EURO 2012 example, but it could be a bit too early and it would perhaps be wiser to focus on the second half of 2011.

The salary range is consistent between the different hierarchical levels, but the salaries are the highest amongst the bidding countries. Regarding recruitment, the model proposed appears suitable and would seem to pose few challenges.

The volunteer movement is well established and it certainly has a good background in sports events. A substantially higher number of volunteers than required would be fore-

seen, which could prove to be counterproductive and much more costly. The potential for volunteer legacy would be somewhat limited due to the amount of volunteering already done, but it would still be possible to achieve new benchmarks.

18: Pre-Tournament Events

For the qualifying draw, two locations are proposed in Milan, both of which could stage the event. Milan is a prestige city with suitable airport connections and high-end accommodation. One of the choices, which will only be finished in 2011, offers state-of-the-art facilities and has some advantages over the other. The proposed draw halls are not ideal in terms of size or seating area, which is too flat. In addition, the indicated rental costs are very high. The proposed dinner location is beautiful but the layout is not ideal for this type of event.

The proposals for the final draw are in Rome, another prestigious city with good airport connections and high-end accommodation. The proposed venue does not seem to be ideal for this event due to its challenging and disjointed layout and the indicated rental costs, which are excessive. The proposed alternative, to be finished in 2012, would be a suitable location for the event, but again the indicated rental costs are very high. The proposed dinner location is a beautiful venue but rather small and not ideal in terms of layout.

19: Financing

Both for ticketing and hospitality, the prices presented are much higher than for UEFA EURO 2008 and compared with ticket prices



for 2010 FIFA World Cup qualifying matches, they are extremely high. The proposed share of category 1 stands at 41%.

As a result of these high prices and the size of the stadiums, the estimated ticket revenue is very high and unrealistic even.

The same applies for hospitality revenue: the high average prices and large number of packages result in a too optimistic revenue estimate.



France



UEFA EURO

2016

le foot comme on l'aime !

CANDIDATURE FRANCE



Host City	Stadium	Net
Saint-Denis	Stade de France	76,474
Lyon	Grand Stade OL (new)	57,628
Lille	Grand Stade Lille Métropole(new)	47,882
Bordeaux	Nouveau Stade (new)	42,566
Nice	Grand Stade (new)	33,470
Marseille	Stade Vélodrome (renewal)	65,000

Host City	Stadium	Net
Lens	Stade Félix Bollaert (renewal)	40,113
Paris	Parc des Princes (renewal)	40,058
Saint-Etienne	Stade Geoffroy Guichard (renewal)	39,327
Toulouse	Stadium Municipal (renewal)	37,050
Strasbourg	Stade de la Meinau (renewal)	36,645
Nancy	Stade Marcel Picot (renewal)	31,973



Host city: Saint-Denis
Stadium name: Stade de France
Net capacity: 76,474
Matches planned: Opening match, group phase, round of 16, quarter-finals, semi-finals, final
Stadium status: Existing stadium
Current owner: French state
Current operator: Consortium Stade de France
Investment budget: None
Teams: French national football and rugby teams



Host city: Lyon
Stadium name: Grand Stade OL
Net capacity: 57,628
Matches planned: Opening match, group phase, round of 16, quarter-finals, semi-finals, final
Stadium status: New stadium, completion in 2013
Current owner: Olympique Lyonnais
Current operator: Olympique Lyonnais
Investment budget: €320 million
Teams: Olympique Lyonnais, Ligue 1 in 2009/10



Host city: Lille
Stadium name: Grand Stade Lille Métropole
Net capacity: 47,882
Matches planned: Group phase, round of 16, quarter-finals, semi-finals
Stadium status: New stadium, completion in 2012
Current owner: Community of Lille Métropole
Current operator: ELISA
Investment budget: €324.2 million
Teams: Lille OSC, Ligue 1 in 2009/10



Host city: Bordeaux
Stadium name: Nouveau Stade
Net capacity: 42,566
Matches planned: Group phase, round of 16, quarter-finals, semi-finals
Stadium status: New stadium, completion in 2014
Current owner: City of Bordeaux
Current operator: City of Bordeaux
Investment budget: €200 million
Teams: FC Girondins de Bordeaux, Ligue 1 in 2009/10



Host city: Nice
Stadium name: Grand Stade
Net capacity: 33,470
Matches planned: Group phase, round of 16
Stadium status: New stadium, completion in 2013
Current owner: City of Nice
Current operator: City of Nice
Investment budget: €184 million
Teams: OGC Nice, Ligue 1 in 2009/10



Host city: Marseille
Stadium name: Stade Vélodrome
Net capacity: 65,000
Matches planned: Opening match, group phase, round of 16, quarter-finals, semi-finals
Stadium status: Major renovation, completion in 2014
Current owner: City of Marseille
Current operator: City of Marseille
Investment budget: €151.1 million
Teams: Olympique de Marseille, Ligue 1 in 2009/10



Host city: Lens
Stadium name: Stade Félix Bollaert
Net capacity: 40,113
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: City of Lens
Current operator: Racing Club de Lens
Investment budget: €111.2 million
Teams: RC Lens,
Ligue 1 in 2009/10



Host city: Paris
Stadium name: Parc des Princes
Net capacity: 40,058
Matches planned: Group phase, round of 16, quarter-finals
Stadium status: Major renovation, completion in 2014
Current owner: City of Paris
Current operator: SESE
Investment budget: €70 to 90 million
Teams: Paris Saint-Germain FC,
Ligue 1 in 2009/10



Host city: Saint-Etienne
Stadium name: Stade Geoffroy Guichard
Net capacity: 39,327
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Saint-Etienne Métropole
Current operator: Saint-Etienne Métropole
Investment budget: €75 million
Teams: AS Saint-Etienne,
Ligue 1 in 2009/10



Host city: Toulouse
Stadium name: Stadium Municipal
Net capacity: 37,050
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: City of Toulouse
Current operator: City of Toulouse
Investment budget: €56 million
Teams: Toulouse FC,
Ligue 1 in 2009/10



Host city: Strasbourg
Stadium name: Stade de la Meinau
Net capacity: 36,645
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2014
Current owner: Community of Strasbourg
Current operator: Community of Strasbourg
Investment budget: €160 million
Teams: RC Strasbourg,
Ligue 2 in 2009/10



Host city: Nancy
Stadium name: Stade Marcel Picot
Net capacity: 31,973
Matches planned: Group phase, round of 16
Stadium status: Major renovation, completion in 2013
Current owner: Community of Grand Nancy
Current operator: AS Nancy Lorraine
Investment budget: €60 million
Teams: AS Nancy,
Ligue 1 in 2009/10

02: UEFA EURO Vision

The vision of the French bid to host the final tournament of the UEFA European Football Championship in 2016 is to “bring together football’s best, Europe’s best and France’s best to create the finest celebration of sport, camaraderie and festivities, making it a resounding success in 2016”. The bid is based on strong assets that would help to ensure a successful staging of the final tournament, such as a distinct football culture, well-developed general infrastructure, expertise in the organisation and staging of major sports events, the country’s status as a top tourist destination and the potential to increase revenue for European football.

France’s key motivations are to modernise national sports infrastructure and “provide French football with a mobilising and unifying project over the next ten years, creating positive, sustainable effects”.

All things considered, the vision and key motivations of the French bid are clear and well aligned with UEFA’s long-term strategy.

03: Overall Tournament Concept

The overall tournament concept covers 12 venues, from which a final selection of 9 would need to be made by the end of May 2011, should France be appointed to host UEFA EURO 2016. The proposed venues are attractive and spread all over France, with the exception of the north-west of the country, which is not covered. In general, the accessibility of all venues is very good and travel times are quite short.

As far as the stadium capacities are concerned, a good mix of smaller and bigger stadiums has been proposed, which would

allow for some flexibility when drawing up the match schedule. The total net stadium capacity (indicated as an average figure, as the final venue selection would be made only if appointed) adds up to 2.498 million spectators.

The proposed match schedule provides a good basis for discussion with UEFA, which would take the final decision.

All things considered, the overall tournament concept seems to be well elaborated.

04: Tournament Legacy

The long-term benefits have been summarised in four main categories. First of all, modernisation of the stadium infrastructure would allow resident clubs to substantially boost their operational revenues by attracting more business clients and families. Second, the tournament organisation would be a “powerful driving force for the mobilisation, development and unification of the national football community”. In concrete terms, this means it would have a positive effect on the number of registered players, the training of new volunteers and organisational expertise at different levels. Third, it is explained how a core policy of sustainable development would be incorporated into football. This includes, in particular, the construction of environmentally friendly stadiums. Finally, it is explained how the national economy would be able to benefit from the organisation of the tournament, for example through strong cooperation with local businesses and the promotion of French tourist destinations.

Several concrete legacy initiatives have been elaborated. One is the set-up of a national committee, including all key stakeholders, in charge of promoting UEFA EURO 2016 to

increase the economic benefits of the event. It is also proposed to strengthen existing activities in the area of sustainable development. Finally, it is envisaged to establish a commission in charge of integrating grass-roots football into the UEFA EURO 2016 preparations.

As far as the long-term stadium legacy is concerned, all proposed stadiums seem to have a well-elaborated concept. Apart from the stadium in Saint-Denis, which is used for matches of the national A team and many other non-football events, all proposed stadiums are the homes of clubs playing either in the first (10 clubs) or second (1 club) division.

To conclude, the long-term benefits have been elaborated very precisely and a very good long-term legacy would seem to be generated by UEFA EURO 2016.

05: Social Responsibility and Environment

A logical approach is applied to this sector of the French bid, which reads very well and is easy to follow. A good understanding of the issues is demonstrated, and previous initiatives, such as the European-wide Respect campaign, have been clearly researched. The fact that international standards are acknowledged and a commitment is made to adhere to them, including those still in development, is a real plus. The credibility of this sector is further enhanced by the intention to create a steering group of stakeholders and an internal sustainable development department within the local organising company.

It was useful to demonstrate some of the initiatives already in action and being planned by stadiums. A welcome link is made in the environment section to national policy and

international certification, which implies that the activities described could form part of a wider, long-term environmental outlook.

The social responsibility section clearly highlights the importance of generating local employment opportunities and proposes training and development for employees and volunteers. It also goes into detail on the implementation of anti-racism and anti-discrimination projects. In addition, a clear commitment to healthy lifestyle policies is included and mention is made of alcohol and tobacco-free stadiums as well as on-site healthy-eating promotions.

The aim of achieving international standards could have been better elaborated on to demonstrate more tangible commitments where possible at this stage. There is also no clear commitment to introduce free public transport on matchdays for fans and journalists with valid match tickets.

Furthermore, the proposals include insufficient information on solidarity and fan hosting initiatives. The existence of fan embassies does not guarantee their success. Likewise, while the Red Cross is mentioned, further detail would be needed to assess the initiative. In general, it is recommended to focus on a smaller group of flagship projects that address separate social issues and are truly integrated into the tournament.

06: Political and Economic Aspects

General comment

This is a very solid and well-researched sector in terms of descriptions and content, although information regarding public investment is missing.

Political and football structures

The French government is based on a stable presidential-parliamentary system. It fulfils all good governance criteria, such as rule of law, separation of powers, democracy and inclusiveness, and transparency.

The governmental structure is traditionally highly centralised, however the current trend towards delegating wide-ranging powers to the regions and departments and the creation of community groups would facilitate smooth overall coordination.

Football has a long history in France and the game has helped to unite communities and forge new social identities. The French Football Federation, the umbrella organisation, has decentralised regional and county structures regrouping close to 19,000 clubs. France counts more than 4 million amateur players and 27,000 referees.

National political and football climate

The political climate in France is definitely a favourable one, as proven in the past by other major sport events. Most of the political entities have formally expressed their support of the country's bid to host UEFA EURO 2016. Due to this and the country's stable political history, no specific issues would be foreseen if a new government were to come into power.

The country's history of strikes remains a concern though, since it could have an impact on the delivery of UEFA EURO 2016.

Football plays a major role and is well-established in France. There is solid support for UEFA EURO 2016 throughout the population. All of France's major sports organisations are also fully supportive of the bid.

Public investment projections

No specific figures were provided in this sector. For stadiums, where such investments would be necessary, budgets are provided in the stadiums sector.

07: Legal Aspects

The description of the French legal framework and the explanations on the required topics are complete and very event-specific. The information provided is considered reliable and the current national legislative framework would not constitute a risk for the staging of UEFA EURO 2016.

The national government has declared its support of the French bid. The most relevant guarantees have been signed, several however with limitations or notable changes. The resulting limitations would not affect the feasibility of the event, but could slightly reduce the potential for preferential treatment of UEFA, its participants and the event itself.

With respect to intellectual property matters, the French bid addresses most of UEFA's concerns with precision and in an event-specific fashion. Since French legislation already meets many of UEFA's requirements, the federation has stated that no special support law would be necessary. The efficiency of French law has been confirmed in several fields. It is to be noted that current French legislation prohibits advertising of alcohol in public areas, including stadiums.

Immigration, visas, work permits, volunteer work and employment law are not matters in which difficulties would be expected that could negatively affect the organisational structure of the event.

Doping is considered a criminal offence in France. No legal issues are envisaged with regard to anti-doping procedures or with regard to event insurance requirements.

Safety and security should not constitute a challenge from a legal perspective.

The French Football Federation has returned all agreements signed, with a few reservations concerning imperative public law in cases where a public body is party to the agreement. This issue should not constitute a risk for staging UEFA EURO 2016 in accordance with the tournament requirements.

08: Stadiums

Introduction

The French bid includes 12 stadiums, of which 1 is an existing stadium (Saint-Denis, proposed alternative for the final), 7 would require major renovations and 4 would be new constructions. A total of €1.7 billion would be invested in stadium infrastructure, either by full public investment (3 stadiums), full private investment (3 stadiums) or public-private partnerships (5 stadiums). At this stage the French public sector has guaranteed 39% of the total investment (€662 million) for the public-private partnerships and publicly funded projects, with the remainder financed by the private sector (€1.042 billion), of which €501 million has been secured.

Stadium design

The quality of the sector 08 documentation is generally good.

Considering that 7 out of 12 stadiums would require major renovations, the limitations of the existing structures would affect the extent to which certain quality levels could be

achieved, in terms of seating (seat widths, tread depths, maximum viewing distances, rake of the tiers and c-values) and welfare facilities.

Two of the new stadium proposals have not yet been fully developed and some of the required bid documentation was not provided, due to the confidential nature of the tender procedures for these projects. The other two new stadiums are already under construction.

Some of the proposed French stadiums would still need to consider implementing full-height turnstiles integrated into the stadium facades. All stadiums would also need to provide detailed information as plans developed to confirm that evacuation times would indeed be met. It has been confirmed that a fence-free stadium bowl concept would be implemented.

The technical areas of the proposed stadiums are generally in line with the tournament requirements.

Media provisions are, on the whole, also good, although at certain stadiums adjustments would have to be made to create a good, fluid working model for media, in particular with regard to the stadium media centre, media box, and mixed zone.

Stadium surroundings

Some of the proposed stadiums, including the one for the final, have inadequate space around the stadium to fully meet the UEFA EURO 2016 requirements to include the hospitality villages and broadcast compound within the security perimeter. At these stadiums, parking facilities for all target groups would also need to be revised to fully meet the tournament requirements.

The accessibility and public transport facilities of the proposed venues are generally of a good standard.

Two stadiums are not fully in line with the orientation requirements, which could lead to issues with regard to the main TV camera position.

Project management

In general the proposed project management is of a good standard.

The budgets allocated to the stadium projects look realistic for the work proposed. For the new stadiums an average €5,500 per seat would be invested, covering land purchase, fees, site infrastructure, licensing, etc.

Of the 11 stadiums which would require (re)construction work, 2 projects are under way and work has yet to begin on the other 9. It is foreseen that three stadium projects would be completed during the last quarter of 2014 and eight by July 2014. During the seven stadium renovations, the home clubs would continue to play their domestic (and sometimes European) matches at home, which could make the work more complicated and time consuming, create programming difficulties and possibly affect the delivery deadlines.

In general, the projects are well organised with empowered client teams involved and a monitoring role envisaged for the local organising company/French Football Federation, to ensure the UEFA EURO 2016 requirements are met.

Stadium operations

The total gross capacity offered amounts to 427,502 (nine-stadium average), with an estimated total net capacity of 371,114. This represents 87% of the gross capacity and

would be likely to further decrease once the final nine stadiums were selected and the designs finalised. Two stadiums have not taken into account the reduction in net capacity caused by the full UEFA EURO 2016 requirements (c-values and maximum viewing distances).

Apart from the stadium for the final, all the stadiums proposed have an anchor tenant which currently plays in the highest national division and most of the projects are based on a concept which also includes non-football use, all of which would contribute to the post-EURO legacy.

All stadiums would have an operator in place in time to test the facility with pre-tournament events, for which a proper training budget would be required. The stadium operators would be either commercial concessions (as part of a public-private partnership) or the clubs themselves.

Conclusion

In general, stadiums sector of the French bid is professional and of a good standard. In most areas the requirements are met, although a number of compromises have been made by the stadium project teams, in particular with regard to seating, welfare, viewing quality, turnstiles, parking, hospitality and media provisions.

Deliverability is generally good but attention would nevertheless have to be paid to the proposed schedules (use of the stadiums during (re)construction) and confirmation would be required that the proposed level of private funding had been secured.

Finally, careful consideration would have to be given to the lack of space surrounding the proposed final venue and some of the other

stadiums, where external space requirements are not met in full at this stage.

09: Ground Transport

International ground transport accessibility

France's bid benefits from a very high level of international ground transport accessibility, mostly due to an efficient high-speed train network linking the country to its main European neighbours, Great Britain, Belgium and Luxemburg, Germany, Switzerland, Italy and Spain, most of which are major football countries. Efficient motorway connections are also available with all neighbouring countries.

Intercity accessibility

At national level, France's high-speed TGV network offers efficient travel times and frequent comfortable rail services between Paris and most other proposed host cities, making a very positive contribution to comfort and safe mobility. TGV travel times between Paris, the main national transport hub, and most other proposed host cities are generally not above 3 hours. Only Nice and Toulouse have longer connections with Paris. Planned railway improvements would even further reduce travel times from Paris to Bordeaux and to Strasbourg.

City transport and stadium accessibility

At host city level, the predominance of existing public transport, in some cases with extensions planned, to serve the stadiums would contribute to sustainable mobility. Most proposed host cities have developed or plan to further improve their public transport infrastructure and stadium accessibility as part of

an integrated, coherent development concept.

As far as stadium accessibility is concerned, the stadiums are usually served by two or more metro, tram or high frequency bus routes. Some cities are also proposing shuttle busses and temporary transport terminal facilities.

Paris, Lille, Toulouse, Marseille, Lyon, Strasbourg and Nice are clearly above the benchmark for both city transport and last kilometre accessibility. Bordeaux, Saint-Etienne, Nancy and Lens are slightly above the benchmark.

Overall ground transport assessment

The ground transport sector is solid and reasonable. All proposed host cities are above the benchmark in all transport sub-domains.

From an operational point of view, it must be borne in mind, however, that some of the proposed host cities (Lille and Lens; Strasbourg and Nancy; Lyon and Saint-Etienne) rely essentially on the same international and intercity transport links (airport, TGV and motorway) and the same regional accommodation supply. Special attention would therefore need to be given to the match schedule in order to avoid availability clashes in paired cities.

The quality of the documents provided in the bid dossier is high. The sector is well organised, documented and illustrated. High-quality maps and corresponding tables aid understanding.

10: Airports

Airport capacities

Several of the proposed host cities have good airport infrastructure with sufficient current and future capacities to handle 2016 general background traffic and additional UEFA EURO 2016 surges in demand. Paris, with two high-capacity airports (Paris-Charles de Gaulle and Paris-Orly International Airport) is one of the best international airport hubs of Europe. The airports in Lyon, Marseille and Nice have good capacities and could cope with UEFA EURO 2016 demand. The airports in the other proposed host cities are smaller and would need to be supported by other airports, mainly by the bigger airports mentioned above.

Airport connections with city centre and stadium

Overall, the proposed host city airports are well connected with their respective city centres and stadiums. With the exception of Marseille, Nice and Saint-Etienne they are already connected to a railway or urban light-rail system. Nice has announced plans to link its airport with a tramway line by 2015.

Night flights

Night flight exceptions have been granted by all airports except Paris-Orly International Airport.

Overall airports assessment

Four cities (including five stadiums) are above the benchmark for accessibility by air (Paris, Lyon, Marseille and Nice). One city, Toulouse, is straddling the benchmark. The other six proposed host cities (Bordeaux, Lille, Lens, Nancy, Saint-Etienne and Strasbourg) are below the benchmark in terms of

local airport capacity. However, Lille and Lens could easily be supported by the airports in Paris, and Saint-Etienne could rely on the airport in Lyon. Bordeaux, Nancy and Strasbourg would have to rely on TGV transfers from larger airports, mainly Paris or others outside France.

11: Accommodation and Training Centres

Overall situation

According to the World Tourism Organisation, France is the most popular tourist destination in the world. The French market provides a wide range of modern accommodation facilities. The tourist industry is managed by the ministry of the economy, industry and employment, represented by Atout France, its sole government agency. Atout France has certified the accuracy of the information contained in the bid dossier. France recently decided to standardise its hotel rating system in accordance with international standards by adding a five-star category.

The French Open in Paris (22 May to 5 June 2016) is the only major simultaneous event reported which could have an impact on UEFA's exploitation of the hotel market capacity.

Existing accommodation – overall market capacity and quality

Paris, Lyon, Nice and Saint-Etienne (if using Lyon capacity) could easily accommodate all target groups, including fans. All other proposed host cities would require medium or long-distance travel (potentially including surrounding countries).

When it comes to UEFA's key target groups, Paris and Nice could easily meet UEFA's requirements. In Lyon, Marseille, Strasbourg, Toulouse and Lens, the lack of four and five-star hotels could potentially be compensated for by lower hotel categories. In Bordeaux and Lille, additional capacity could be found within an extended area, factoring in additional travel times, and Saint-Etienne would have to be paired with Lyon. Even with capacity 100km from the stadium, Nancy would remain very challenging. Special attention would also need to be given to the match schedule in order to avoid availability clashes in paired cities (i.e. Saint-Etienne and Lyon, and Lens and Lille).

The proposed international broadcast centre is located in Paris, where there is sufficient capacity available and UEFA's requirements would be met.

Secured accommodation for UEFA's key target groups

Except in Paris/Saint-Denis, the current level of secured accommodation (three to five-star) clearly does not meet UEFA's requirements, despite the major commitment of the main hotel chains operating in France. Other hotel chains, as well as local properties, would need to be involved to reach the target level of secured rooms, which appears to be possible in every city. At the moment, a large capacity has been secured in hotels with up to two stars, which unfortunately do not meet UEFA's expectations in terms of level of service. However, progress has been noticed since the recent involvement of Atout France and the French government, which are still working on obtaining further commitments from the hotel market.

Hotel rates

Based on the reservation forms received and the best internet rates available in June 2010 (midweek), it can be stated that the hotel rates are well below UEFA's maximum, except in Nice and Paris (especially in five-star properties). On the other hand, the reported rates may have been positively affected by the worldwide financial crisis and, due to the limited amount of secured accommodation, they may not fully reflect the reality of the market.

In Paris, the special charter (Charte sur l'accueil des grands événements professionnels) would need to be adapted to meet UEFA EURO 2016 requirements, in order to better control market behaviour.

Team base camps

The bid dossier is well structured, with 49 team base camps (composed of a team hotel and a corresponding training ground) and one referees' base camp proposed. All proposals are within easy reach of an airport. A large number of team base camps are located in the Paris region, but there are also offers near each proposed host city.

Most of the hotels are of the required standard, although some lack the appropriate leisure facilities. Of the 49 proposed team hotels, 45 have the required minimum room capacity.

All training grounds are within the requested distance of the corresponding hotel. The overall standard in terms of facilities (dressing rooms, floodlights, etc.) appears to be good. However, only 11 proposals have stands with a capacity of 2,000 seats. It may be that temporary facilities would therefore be required. Only a few training grounds seem to

offer sufficient press conference facilities, but temporary facilities have been suggested.

12: Technology Infrastructure

France has delivered excellent documents that show that the actual needs of an event of this nature, with such worldwide visibility, were understood.

This sector not only provides a good level of detail regarding the questions asked, but also reveals an effort to provide the relevant information in a precise and clear way.

Regarding competition in the telecommunications market, France has an open but regulated market, which has already achieved a considerable level of maturity, meaning there are alternatives in terms of telecom providers that have the ability to deliver the required services.

The existing network infrastructure in France is up to date, geographically well distributed and supported by well-known vendor equipment.

Plans for continuous improvements are under way, but the consolidated capacity of the proposed host cities is already in line with the overall needs for the tournament.

The experience of the teams operating the networks, with the proper levels of knowledge and certification, is further evidence of the excellence of the French telecommunications network.

In terms of broadcasting services, France is clearly well in advance.

The country's experience of hosting various worldwide sports events is another clear indicator of its ability in this field of expertise.

In terms of the portfolio of services to be delivered, and again from a technology point of view, France takes the lead with the most complete set of services that can be delivered by one single company.

The stadium infrastructure is in line with the requirements and would be able to support the necessary services related to UEFA EURO 2016.

Overall, France fully meets UEFA's expectations regarding technology infrastructure.

13: International Broadcast Centre

This is a very professional proposal which clearly shows a thorough understanding of the international broadcast centre needs. The facilities are more than adequate.

The proposed allocation of areas also meets the overall needs and would offer flexibility should expansion be required closer to the tournament. The indicated pricing would also need further examination to determine what exactly is included in the offer.

14: Fan Zones

All proposed host cities have remarkable experience in holding major international sports events (e.g. Rugby World Cup 2007, Tour de France, FIFA World Cup 1998), or major public entertainment events.

The fan zone concept is well understood and features some exceptional and scenic sites (e.g. Champs de Mars in Paris).

15: Safety and Security

Strategy and vision

The strategy and vision is clearly outlined. The structure of this sector is logical, providing a comprehensive response to the tournament requirements and resulting in great confidence in the ability of the French Football Federation to meet the overall safety and security demands of the tournament.

A key aspect in terms of strategy and vision is the recognition of the need to "offer all spectators, fans and visitors a high level of protection and care in an environment of freedom, security and justice." France has committed to a fence-free stadium bowl concept and aspires to achieve this through an integrated approach, maximising the synergy between all security services. This would involve a programme of joint training and testing prior to the tournament.

The security plan takes account of recent experience of major events in France, as well as best practice from other countries that have hosted recent tournaments. The vision and strategy at organisational level are also reflected in an integrated structure which involves all public and private organisations in a hierarchical framework, with the necessary links at national and local levels. The French vision is underpinned by the key notions of confidence, adaptation and firmness, and evidence is presented to support this approach.

Risk analysis

The methodology for risk analysis is clearly defined and the approach to assessing each individual risk category takes account of quantitative and qualitative aspects, which are both comprehensive and meaningful. The difficulties in projecting risks for 2016 are

obvious but the French bid succeeds in linking current issues to the 2016 context and identifies a number of useful control measures. The risk analysis represents a realistic assessment of current domestic and international risks and provides a credible portrayal of the probability, impact and extent of risks in the areas specified. These assessments are evidence-based, drawing on experience of natural disasters, industrial action, etc.

Capabilities

A comprehensive approach is taken to the assessment of capabilities, with information provided on all key capabilities referred to in the tournament requirements, albeit in a different format. Strong evidence is provided of key capabilities. In addition, detailed information is provided on organisational structures and roles and responsibilities within the security framework, including the judicial system.

The structures which would be put in place in both public and private agencies are clearly defined, with evidence presented of relationships between these structures and a clear link between key capabilities. Sound evidence is presented to support an integrated approach to safety and security, including a definition of the relationships between police and private security and reference to a policy of graded intervention, which would be critical. Strong emphasis is placed on looking after supporters and supporter empowerment, and this is incorporated in the overall policing philosophy. Throughout the assessment of capabilities there is a realistic recognition of the challenges faced and a positive approach to risk reduction and problem solving. In general, the assessment of capabilities is classed as a strength in the bid document and has allowed France to demonstrate the experience which would be available to sup-

port UEFA EURO 2016 across a wide spectrum of disciplines.

There is clearly well-developed infrastructure in France in key areas such as transport, health and legal systems, policing and security management. Stadium management and stewarding would be the subject of a detailed training programme prior to the tournament, which would support the integrated approach required. This would include adoption of European best practice.

Action plans, project management and budget

General milestones are outlined. Action plans and key development milestones would require further discussion. The entire sector demonstrates a realistic and viable approach to safety and security. In terms of budget, France has provided overall cost estimates in respect of public and private safety and security.

16: Host Country and City Promotion

France proposes an interesting theme for host city and country promotion ("getting on better with each other") and presents a lot of good ideas for events and promotion, albeit with no central vision between them.

A catalogue of activities and events is proposed for each host city and all initiatives are local. Some cities propose stronger plans than others, and the commercial rules would need to be looked at where proposals involve local businesses.

17: Organisational and Operational Matters

The proposed organisational structure is in line with UEFA's requirements, although there may be too many different layers, which would perhaps hamper its flexibility. The proposal for UEFA to be represented in the local organising company is a positive one. Another positive point is the plan to set up the company in advance, which would enable it to take advantage of the UEFA EURO 2012 example.

The salary range is consistent between the different hierarchical levels except at the top end of the scale. In addition, there is a legal requirement for bonuses to be paid at the end of temporary contracts. These two factors combined would mean substantial workforce costs. In terms of recruitment, a suitable system has been proposed and there would not be many challenges in recruiting people.

The volunteer movement is well established in France and there is a very positive history of volunteering for sports events. The packages and legal obligations are in line with best practice and no specific challenge would be foreseen. The legacy element appears somewhat limited, but would still be possible as new benchmarks could be achieved.

18: Pre-Tournament Events

The documents and information provided are clear. Three locations are proposed: Nice or Strasbourg for the qualifying draw and Nice or Paris for the final draw. All three proposed venues could host the events; however Strasbourg appears to be the least suitable option.



All the cities offer top-of-the-range accommodation and their airports are well connected, but direct flights to Strasbourg are limited, which would not be ideal for the qualifying draw. Also, the proposed location in Strasbourg is interesting but would be rather difficult in terms of implementation, as the stage and facilities for media and hospitality would have to be built separately.

The proposed venue in Nice offers good facilities to host either event, although a serious question would be raised by the TV compound, the proposed location of which is directly on the street. In addition, the indicated rental price is very high and there seems to be a restriction on the choice of suppliers at the venue, which would reduce flexibility and quality control.

The location proposed in Paris offers state-of-the-art facilities for the final draw, although the indicated cost of rental is very high. The

proposed location of the official dinner is fantastic.

19: Financing

France presents different pricing options for ticketing and hospitality, so the proposed conservative one has been used for evaluation purposes.

The ticket prices are derived from the past two FIFA World Cups and UEFA European Football Championship final tournaments, with a slight increase on UEFA EURO 2008. The proposed share of category 1 tickets is 50%, resulting in a high ticket revenue estimate.

Two levels of hospitality are presented, as are a variety of products. Estimated hospitality revenue is reasonable.

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