

**UEFA European Football Championship**  
**Final Tournament 2012**

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**Phase II**  
**Bid Requirements**

# INTRODUCTION

According to the Bid Regulations adopted by UEFA's Executive Committee on 16 December 2004, Phase II of the Selection Procedure will consist of several elements.

## **Phase II Questionnaire**

Each Bidder will be required to elaborate upon its bid and to clarify certain unclear issues arising out of the Phase I Bid Dossier. In this respect, you will find attached the Phase II Questionnaire that has to be returned to UEFA duly completed by 31 May 2006. Please note that the stadium maps mentioned in chapter 3 already have to be returned by 8 March 2006. This is necessary so that UEFA can prepare stadium visits in March/April 2006 if required.

The formal guidelines for compiling your Phase II Bid Dossier are the same as for Phase I, with the following two exceptions: first, the number of pages that can be used to reply to the questions is not limited; and secondly, UEFA requires *45 hard copies* and *5 electronic copies* on CD-ROM of the Phase II Bid Dossier. As for Phase I, the CD-ROM must only contain a PDF version of the printed bid documentation. No other content may be added.

## **Agreements**

In addition to the Phase II Questionnaire, several agreements will have to be returned to UEFA duly completed and executed. These agreements will form part of the Phase II Bid Dossier. However, to give the Bidders more time to finalise these agreements, the deadline for submission has been postponed to 31 October 2006. UEFA will then countersign the agreements submitted by the successful Bidder upon its appointment as Host Association. The following agreements will have to be submitted fully executed:

### Staging Agreement

The Staging Agreement sets out the rights and obligations of the Host Association in respect of UEFA EURO 2012.

### Stadium Agreements

The Stadium Agreements set out the rights and obligations in respect of each Stadium which the Bidders propose to use in connection with UEFA EURO 2012.

### Host City Agreements

The Host City Agreements set out the rights and obligations in respect of each Host City that will stage UEFA EURO 2012 matches. These agreements are important since UEFA considers the full support and cooperation of all Host Cities as crucial to the success of the final tournament. In return, UEFA wishes to support the promotion of all the cities and work in partnership with each of them to ensure that the final tournament is a national and international success.

### Airport Agreements

The Airport Agreements set out the rights and obligations in respect of each airport to be used in connection with one of the Host Cities.

The above-mentioned agreements will be submitted to you on or around 19 December 2005.

## **Workshops and Site Visits**

The bidders' workshop, initially scheduled for mid-December 2005 will now take place on 18 January 2006. The main objectives of this workshop are to clarify any questions with regard to the Phase II Questionnaire, and especially with regard to the different agreements mentioned above.

It is planned to arrange preliminary/operational site visits in March/April 2006 for the purpose of an interactive exchange between UEFA and the relevant persons/entities in the bidding country in respect of stadia, accommodation, marketing, host cities, etc. in order to clarify any open issues arising from UEFA's Bid Requirements. These visits could include the following activities for example: visit of existing stadia, discussion with public authorities/other entities financing proposed stadium projects, discussion with relevant Host City authorities in order to explain UEFA's standpoint and to prepare the signature of the Host City Agreement, etc.

The official site visits scheduled for September 2006 should give UEFA's representatives the opportunity to gain an overall picture of the bid (stadia, hotels, infrastructure, etc.) and to meet decision-makers within the country (mayors, government representatives). In addition, it will give the Bidders the opportunity to promote their bid within the country.

## **Presentation of Bid to the Football Family**

There will be several opportunities during Phase II to present your bid to and to discuss with members of the European football family, including members of the Executive Committee and the National Teams Committee. In addition to the site visits scheduled in September 2006 each bidder will have an opportunity to set up a promotional stand at the UEFA Congress in Budapest on 22/23 March 2006. Furthermore, each Bidder will have the opportunity to make a final presentation to UEFA's Executive Committee immediately prior to the final decision in December 2006. Further details with regard to these activities will be submitted to you in due course.

## **Interactive Approach**

In general, Phase II of the Selection Procedure will be characterised by a much more interactive approach. After a highly standardised procedure for Phase I based on concepts and technical documents, it is now important to discuss in more detail any issues regarding the Bid Requirements or arising during the bidding process. This approach will give the UEFA Administration the opportunity to establish a better basis for evaluating the respective strengths and weaknesses of each bid and for the Bidders to understand and fulfil all requirements related to the final tournament of the UEFA European Football Championship™.

## **Definition of Terms**

Capitalised terms used in this document are defined in the *UEFA EURO 2012 Bid Regulations* issued by UEFA on 16 December 2004 and the *Phase I Bid Requirements* issued by UEFA on 8 February 2005.

## TIMELINE

24 Nov 2005	Distribution of Phase II Questionnaire to progressing Bidders
18 Jan 2006	Workshop for Bidders
Mar/April 2006	Potential preliminary site visits
23 Mar 2006	Opportunity for promotional stands at UEFA Congress
31 May 2006	Handover Ceremony: submission of Phase II Bid Dossiers (completed and executed additional questionnaire and guarantees)
June/Nov 2006	Product Management to draw up Evaluation Report Phase II
Sep 2006	Official site visits
31 Oct 2006	Bidders to submit Staging Agreement, Stadium Agreement, Host City Agreement and Airport Agreement to UEFA
07 Dec 2006	Final presentation by Bidders to ExCo
08 Dec 2006	Selection of Host Association for UEFA EURO 2012 by ExCo

# PHASE II QUESTIONNAIRE

## 1 General Conditions

No questions

## 2 Political Support and Legal Conditions

### GENERAL QUESTIONS

#### Intellectual Property

- 2.1 Provide a written guarantee from each government department or agency which administers and enforces the laws or regulations referred to in your response to Question 2.7 of the Phase I Questionnaire or will administer and enforce the new legislation referred to in Question 2.10 of the Phase I Questionnaire that it shall:
- (a) appoint a dedicated set of examiners to administer all registrations related to UEFA EURO 2012 and to consider any opposition by UEFA to a registration which it alleges conflicts with any of its registrations;
  - (b) expedite all applications for registrations related to UEFA EURO 2012 and, in any event, any such application shall be completed within 6 months of receipt of the relevant application;
  - (c) expedite any opposition or invalidation action initiated by UEFA against an application or registration which it alleges conflicts with any of its applications, registrations or other rights protected by law; and
  - (d) monitor all applications for intellectual property registrations which it receives in order to quickly identify applications which conflict with any UEFA application or registration and that it shall reject any such conflicting application without UEFA having to take any action. [Guarantee 12]

#### Rights Protections Committee and Enforcement

- 2.2 Provide a written guarantee from each government, department or agency identified in your responses to questions 2.8 or 2.13 of the Phase I Questionnaire or that are otherwise responsible for administering or enforcing the specific legislation enacted to protect UEFA's intellectual property rights or to prohibit ambush marketing or illicit ticket activities that it:
- (a) will appoint a senior representative to serve on the Rights Protection Committee;
  - (b) will take all reasonable measures to enforce customs and intellectual property laws and all specific legislation enacted to protect UEFA's intellectual property and to prohibit ambush marketing and illicit ticket activities in order to protect the commercial interests of UEFA and UEFA EURO 2012; and
  - (c) in the case of the national government, will appoint a senior representative to co-ordinate with UEFA in respect of all intellectual property matters relating to UEFA EURO 2012 throughout the preparation for UEFA EURO 2012, during the tournament itself and following its conclusion. [Guarantee 13]

## Ticketing

- 2.3 Provide a written guarantee from the relevant government department or agency in your country referred to in your response to question 2.17 of the Phase I Questionnaire or that are otherwise responsible for administering or enforcing the specific legislation enacted to prevent unauthorised transfers and uses of tickets, which is confirming that if tickets to UEFA EURO 2012 Events were expressed to be subject to the following terms and conditions, then each of such terms and conditions would be legally enforceable under the laws of your country:
- (a) prohibiting persons admitted to the stadium or wishing to be admitted to the stadium from possessing or using promotional and/or commercial objects or materials of whatever nature including documents, leaflets, badges, signs, symbols, banners and headgear;
  - (b) prohibiting persons admitted to the stadium or wishing to be admitted to the stadium from conducting promotional or commercial activities including the sale or offer for sale of goods or services without UEFA's prior written approval;
  - (c) ensuring that tickets remain at all times property of UEFA or, if different, the issuer;
  - (d) requiring persons admitted to the stadium or wishing to be admitted to the stadium, upon request, to present a valid ticket together with proof of their identity with a valid photograph and signature;
  - (e) requiring persons admitted to the stadium or wishing to be admitted to the stadium, upon request, to submit to inspections, body checks and removal or temporary confiscation of unauthorised objects;
  - (f) prohibiting persons admitted to the stadium or wishing to be admitted to the stadium from propagating any political, religious, racist, xenophobic or offensive ideas;
  - (g) prohibiting persons who have purchased any ticket from UEFA or, if different, the issuer, from selling or otherwise transferring or offering to sell or transfer such ticket;
  - (h) prohibiting the use of tickets for commercial purposes (such as promoting or advertising any goods or services or using tickets as a prize in a competition or sweepstake or as part of a travel package) by unauthorised third-parties; and
  - (i) permitting UEFA to refuse entry to any ticket holder whose actions are inconsistent with the above terms and conditions or expel any such ticket holder from the stadium. [Guarantee 14]

### 3 Stadia and other Main Event Facilities

#### GENERAL QUESTIONS

##### Stadium financing, project plans and permissions

- 3.1 In respect of each of your proposed stadia that is in the planning stages, is under construction or which is fully constructed but in respect of which refurbishments are planned, provide a detailed milestone plan and a detailed budget. In addition, submit a financial breakdown for each of your indicated milestones.
- 3.2 If the source of financing doesn't correspond to the source indicated in your response to questions 3.10 of the Phase I Questionnaire, provide a written guarantee from each person who is committed to financing (100% or partly) the relevant construction or refurbishment project. [Guarantee 6, Phase I Guarantees]
- 3.3 Submit all planning permissions or other administrative or legal permissions and approvals necessary for realising each of your proposed stadium projects or provide a guarantee assuring those permissions. [Guarantee 15]

##### Stadium maps and graphics

- 3.4 Submit graphics or drawings illustrating the final design of each of your proposed stadia.
- 3.5 By 8 March 2006, submit the following detailed maps (including a scale and a legend) with regard to each of your proposed stadia.
- (a) Public transportation stops/stations in vicinity of the stadium. Indicate the respective capacities (spectators per hour) of the public transportation means, the access routes from the stops/stations to the stadium and demonstrate how to segregate different supporter groups.
  - (b) Main access roads and parking facilities (indicate exact parking capacities). Demonstrate how to segregate different groups of supporters on their way to the stadium (attached in the Annexe is an example of a stadium map from *Ullevi Stadium/Göteborg*, used for the UEFA Cup Final 2004).
  - (c) OB Van area (with exact indication of size) and proposed area and size for hospitality (if area within the stadium is not sufficient). The required sizes are indicated in the Phase I Bid Requirements.
  - (d) Detailed plan showing the proposed locations of the technical rooms, the administrative rooms, the press conference room, the media working area, the photographers' working area, the hospitality areas that are in the relevant stadium building, the VIP tribune, the media tribune, the mixed zone, the required camera platforms, the location of the main camera, the flash interview area and the normal and panoramic TV studios (attached in the Annexe are examples of stadium maps from *Estadio de la Luz/Lisbon*, used for UEFA EURO 2004™).

### Stadium safety

- 3.6 As outlined in the Phase I Bid Requirements and the Phase I Stadium Questionnaire, each of the proposed stadia has to be equipped with an efficient backup power supply system for floodlighting the field of play (this means, a separate generator is needed, not a second net). The system has to be able to provide instantaneously and without interruption the light intensity values of 1200 Lux. Describe the independent back up power supply that is in place or will be in place until 2010 for each of your proposed stadia.
- 3.7 As outlined in the Phase I Bid Requirements, each of the proposed stadia has to be equipped with a state of the art electronic access control system. High ratios of smooth entries per minute should be guaranteed and in principle all spectators should be able to enter the stadium within one hour. Describe the electronic access control system that is in place or will be in place until 2010 for each of your proposed stadia. Specify the number of turnstiles and their respective capacities.
- 3.8 As outlined in the Phase I Bid Requirements, each of the proposed stadia has to be equipped with a state of the art control room with a good view on the complete interior of the stadium. Monitor screens for the state of the art TV surveillance system, communication systems and crowd control installations should be available. If possible, this control room should be jointly used by the police and the stadium management in order to ensure best possible coordination. Describe the control room and your TV surveillance system in and around the stadium that is in place or will be in place until 2010 for each of your proposed stadia.

## 4 Accommodation

### GENERAL QUESTIONS

As indicated in the Phase I Bid Requirements accommodation is a crucial factor for the success of the final tournament of a UEFA European Football Championship™, especially with regard to the price level, the total number of hotel rooms available (including space for meeting rooms, offices etc.) and the level of service.

In order to assure both the sourcing of a sufficient number of hotel rooms and the realisation of reasonable hotel room prices, UEFA will support the Bidders in Phase II of the Selection Procedure. As outlined in the questions below, the Bidder is firstly asked to submit an exhaustive hotel list for each Host City, indicating the hotel category, the number of available hotel rooms and the indicative prices. Based on those figures, the Bidder will then have to conclude standard contracts with the respective hotels together with UEFA. More detailed information with regard to the procedure and the nature of cooperation between the Bidder and UEFA will be provided during the Bidders' Workshop on 18 January 2006.

- 4.1 Provide an up-to-date list of each of the existing and planned 4-star and 5-star hotels within 20 km of the city centre of each proposed Host City. This list should be based on the information already provided in your response to Question 4.7 of the Phase I Questionnaire. [Form 32]
- 4.2 Provide an up-to-date list of each of the existing and planned 2-star and 3-star hotels within 20 km of the city centre of each proposed Host City. [Form 33]
- 4.3 As for Phase I, provide a written guarantee of the official body responsible for administering tourism in the respective Host City/Region confirming the information contained in your responses to Question 4.1 and Question 4.2. [Guarantee 16]

In order to gain more time for the conclusion of the hotel contracts we would appreciate receiving the hotel lists by beginning of March 2006.

## 5 General Infrastructure and transport

### GENERAL QUESTIONS

#### Host Country

- 5.1 Provide a detailed up-to-date map showing the current road system within your country (highways, main roads, etc.). [Scale and format of map in Bidder's discretion]
- 5.2 Provide a detailed up-to-date map showing the current train system within your country (express trains, regional trains, etc.). [Scale and format of map in Bidder's discretion]
- 5.3 Provide further solid evidence that any improvements to your country's transportation infrastructure identified in your response to Question 5.5 of the Phase I Questionnaire will be realised (letters of commitment of the relevant bodies, permissions and other support materials are encouraged). Concentrate on the respective projects relevant for UEFA EURO 2012.

#### Host City

##### *AIRPORTS AND FLIGHT NETWORK*

- 5.4 Provide a list with the main national and international scheduled flights.
- 5.5 With respect to each airport identified in your response to Question 5.11 of the Phase I Questionnaire provide information on average landing and take off movements (movements per hour, in June/July), average passenger arrival and departure movements (passenger per hour in June/July) and average use of parking lots for charter planes (in June/July).
- 5.6 With respect to each airport identified in your response to Question 5.11 of the Phase I Questionnaire provide a written guarantee from the relevant government department or airport authority that no night-flight-restrictions will be applied during the period starting one week before the opening match and ending three days after the final match of UEFA EURO 2012. [Guarantee 18]

##### *TRANSPORTATION*

- 5.7 Provide a transportation concept in respect of each proposed host city. The concept should focus on the stadium as well as on other key areas like the airport, the main train and bus station, UEFA's Headquarter, the Fan Park and other relevant sites related to the Event and event promotional activities.
- 5.8 Provide further solid evidence that any improvements with respect to the transportation infrastructure of each Host City identified in your response to Question 5.14 of the Phase I Questionnaire will be realised (letters of commitment of the relevant bodies, permissions and other support materials are encouraged). Concentrate on the respective projects relevant for UEFA EURO 2012.

## 6 Marketing and Media Rights

### GENERAL QUESTIONS

#### Commercial partners host association

- 6.1 Provide a list of all commercial partners of your association (e.g. media partners (TV, Internet, Wireless), sponsors, suppliers, licensees etc) and describe their product category, start and end dates of the contract, renewal terms and any other rights granted.

#### Event promotion (National level & Host City level)

- 6.2 Submit an event promotional plan, in line with your understanding of paragraph 3 of point 6.2 in the Phase I Bid Requirements. On the CD included in the attached support materials (Annexe 3), you will find 4 videos covering various aspects of UEFA EURO 2004™, as well as still images in the respective folders. These images have been included to act as a prompt for your assistance with potential event promotion.

#### Existing advertising space

- 6.3 Provide a written guarantee from each of the relevant bodies identified in your response to question 6.3 and 6.4 of the Phase I Questionnaire granting to UEFA and the Commercial Partners the first and exclusive right to acquire any and all advertising space under its control in the Host City prior to offering such space to any third party. [Guarantee 19]

#### Locations and space for special activities

- 6.4 It is important to secure premium locations and spaces on behalf of UEFA for several activities such as city dressing, VIP hospitality, special events, general event promotion or commercial partner activities. Propose locations that could be used for the above mentioned activities and provide written guarantees of availability, including the specific dates and duration of availability and potential fees, if any. We understand that some locations need to have their integrity protected from overt commercial presence and branding, for example, Royal Palaces. Therefore, for each location, indicate any restrictions with regard to promotional activities (e.g. whether the area can be commercially branded or not, whether a giant screen and stage can be erected, music restrictions and so forth). Please note that the submission of the guarantees does not imply that UEFA will be obliged to use the proposed locations should the bid be accepted. [Guarantee 20]
- 6.5 Identify, on a City by City basis, your proposed locations for possible Fan Zones (see paragraph 6.7 of the Phase I Bid Requirements for background on Fan Zones). Maps, photographs and other support materials are encouraged. As requested in question 6.4 above, all proposed locations have to be accompanied by a written guarantee of delivery for specific durations. [Guarantee 20]

## 7 Safety and Security

In Phase I of the Selection Procedure each Bidder has received a report with the title “Good practices for safe and secure major sporting events”. We invite the Bidders to use this report as a reference for responding to the below mentioned questions.

### GENERAL QUESTIONS

- 7.1 Develop further the security concept submitted in Phase I. The concept should address the situation throughout your country (including, without limitation, at airports, railway stations, in Host Cities and outside Official Sites) as well as inside each Official Site. It should also outline the roles of the relevant governments in your country and their relevant departments and agencies. Such security concept should address the following subjects:
- (a) Risk analysis;
  - (b) Policies, Strategies and Legal Framework (as outlined in Question 7.4 below);
  - (c) Organisation: split tasks and responsibilities;
  - (d) Action plan; and
  - (e) Budget
- 7.2 In order to ensure a high safety and security standard, professional stadium management and stewarding has to be available at each proposed stadium. This requires a concrete stadium management and stewarding training programme prior to the event for which a concept has to be presented to UEFA. Describe your concept for training professional stadium management and stewarding.
- 7.3 The de-escalating style of policing is a crucial success factor which can be achieved by sufficient training only. Therefore, a concept for training police officers and a concept for policing during tournament are required. Describe your concept for training police officers and your concept for policing during tournament.
- 7.4 Describe your further steps to put in place a strong, practical and harmonized legal framework until 2012 with regard to the following issues: use of CCTV inside and outside the stadium, fireworks in the stadium, pitch invasions, racist or unwanted behavior/banners, power of ground regulations, illegal ticketing/black market, body searching by stewards, stadium bans, (international) exchange of information regarding blacklists, establishment of high-quality police intelligence and international cooperation to prevent troublemakers from attending the final tournament, use of police spotters.

## 8 Finance

### GENERAL QUESTIONS

- 8.1 Provide for each of your proposed stadia a breakdown of the respective costs (indicated in your Phase I Bid Dossier) for stadium rental and stewarding.
- 8.2 Provide for each of your proposed stadia a firm, written commitment from the responsible persons/entities confirming the costs of stadium rental and stewarding indicated in your response to Question 8.1.
- 8.3 Provide a clear and detailed VAT analysis indicating how VAT functions in your country (a copy from a tax handbook is not enough). Special attention has to be given to:
- (a) Applicable VAT rates and items (products & services) that cannot be recovered;
  - (b) Treatment of VIK (Value in kind): What is the impact on VAT? How is it handled? Can it be recovered (e.g. cars)? Are there withholding taxes if UEFA is invoicing the organising vehicles (local Event Company) for VIK services rendered?
- 8.4 Does Guarantee 11 (related to question 8.11 in the Phase I Questionnaire) presented to UEFA in Phase I of the Selection Procedure conform entirely to the current legislation at national and local level in your country?

If yes:

Provide Guarantee 21 duly signed by each national and local government, department, administration and/or agency competent for the legislation and/or execution of any taxes, duties or levies to be exempted according to Guarantee 11.

If no:

Provide UEFA *as soon as possible* with a formal draft of any amended or special legislation by the competent legislative authority in conformity with the warranties given in Guarantee 11.

*and*

provide Guarantee 21 duly signed by each national and local government, department, administration and/or agency competent for the legislation and/or execution of any taxes, duties or levies to be exempted according to Guarantee 11.  
[Guarantee 21]