UEFA Club Competition Finals 2020

Evaluation Report

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Introduction

UEFA organises four prestigious matches at the end of each club competition season: the UEFA Champions League final, the UEFA Europa League final, the UEFA Women’s Champions League final, and the UEFA Super Cup, where the title-holders of the UEFA Champions League and the UEFA Europa League face off against each other. These events are highly sought-after celebrations of European football at its best and a great source of pride for the associations and cities that host them.

The selection of hosts for the 2020 matches started on 22 September 2017, when the official bid invitation was sent out to all UEFA member associations. The UEFA Champions League final, the UEFA Europa League final and the UEFA Women’s Champions League final bidders were announced and the bid requirements published on 3 November 2017. Shortly afterwards, the UEFA Super Cup bidders were announced and the bid requirements published on 15 January 2018.

The bid requirements for each event comprise 11 sectors that detail the elements to ensure a successfully hosted event. Each bidder received a bid dossier template, containing a list of questions for the bidders on each sector. They had until March 2018 to do so, providing detailed information and a series of guarantees, together with a signed staging agreement and other undertakings.

UEFA provided the bidders with ongoing support in their task, such as workshops at which the bid requirements were presented and discussed, a centralised website for bidding documents, and email support for questions and answers.

A total of 11 bid dossiers were received from the following associations: Albania, Austria, Belarus, France, Israel, Northern Ireland, Poland, Portugal and Turkey, some of which bid for several finals.

Bids were evaluated over a period of three months using a methodology that endeavours to make the analysis factual and transparent. Each sector was weighted, individually for each event, based on its importance to the success of that specific event. Within each sector, sub-sections were defined and weighted, and each bid was evaluated in terms of the requirements of these 34 to 40 sub-sections (depending on the competition). These detailed evaluations were then collated to provide an overall assessment.

Where answers from the bidders were incomplete or unclear, each bidder was given the opportunity to provide further information and clarifications.

The expertise and investment by the bidders in terms of research and coordination is praiseworthy. Contributions were required from various levels of government, as well as from stadium owners, transport companies, accommodation providers, tourist boards and
experts in various other domains, to produce the required documentation and submit quality bid dossiers.

The UEFA Executive Committee will appoint the hosts of these four events on 24 May 2018.
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Portuguese Football Federation

City: Lisbon
Stadium: Sport Lisboa e Benfica
Gross stadium capacity: 64,162
Renovations planned:
- New lounge/hospitality room – to be completed in 2018
- New turnstile system – to be completed in 2018
- Pitch substitution – to be completed in 2018
Also bidding for:
- UEFA Europa League (Porto), UEFA Super Cup (Porto)
**Vision, Concept and Legacy**

The Portuguese Football Federation (FPF) proposes to host an event that will contribute to the well-being of Portuguese families who see football as a perfect vehicle for a healthy lifestyle, especially for the younger generation. It is also an opportunity for the local population to engage with the final and to enjoy all associated events. In hosting this event, the FPF also wants to have a positive impact on Portugal and the city of Lisbon. The FPF’s presentation of its vision, concept and anticipated legacy meets expectations.

**Social Responsibility and Sustainability**

The FPF does not confirm a city-wide combiticket system of free public transport for match ticket-holders, nor a tobacco-free environment at the stadium. The number of wheelchair-user seats is below expectations.

Overall, the FPF proposal does not meet the social responsibility and sustainability criteria.

**Legal Matters**

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed. The airport commitments are not in line with the UEFA Champions League Final requirements and that may generate additional costs.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The FPF have submitted all guarantees and confirmations requested, including the agreement to classify the final as being in the public interest and the guarantee confirming that UEFA’s intellectual property rights would be protected. These documents were all signed by the country’s authorities at a very high level.

The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of at very high level.

**Event Safety, Security and Service**

A full list of the public and private stakeholders that would be providing safety, security and service has been submitted and proper guarantees have been signed off by the prime minister.

A valid stadium safety certificate has been provided, confirming the safe capacity of the stadium and evacuation times, which are under eight minutes.

The FPF confirmed that some costs for policing inside the stadium might need to be borne by the organisers and that the installation of an outer security perimeter is planned. It sees no need to adapt the number of stewards and budget allocated to it.

**Stadium**

Sport Lisboa e Benfica (gross capacity 64,162) was completed in 2003 and hosted matches of the UEFA EURO 2004 including the final, and the UEFA Champions League Final in 2014. The stadium is owned and operated by Benfica Estadio – Construção e Gestão de Estadios, S.A.

The stadium capacity does not meet UEFA’s requirements. Accessibility may be a challenge and there are limited bus parking areas in the vicinity of the stadium.

In terms of spectator welfare, the stadium provides a good number of first-aid rooms and acceptable number of concessions per sector. The ratio of female toilets is below requirements.

The stadium offers sufficient space for organisational matters. The staff offices would be located on the stadium premises; the accreditation and volunteer centre as well as the staff bistro would be located in the sports hall close to the stadium. The accreditation centre is located inside the outer security perimeter, which is not ideal.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the team and referee dressing rooms, the match delegate and medical rooms and the doping control station.

The stadium provides sufficient space for VIP and corporate hospitality as well as a good number of sky boxes. Access to the inside hospitality areas is through the parking areas below the stadium. The stadium does not offer sufficient and appropriate space for sponsors’ guests inside the stadium, so a temporary marquee needs to be built outside the stadium. There is not enough space for this purpose so a two-storey structure would have to be built.
The media and broadcasting requirements are met in terms of the size and location of the broadcast compound, press conference room, stadium media centre, mixed zone, flash area and indoor TV studios. The mixed zone would be set up in the service tunnel just outside the dressing rooms. The position and size of the camera platforms meet UEFA’s needs.

The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter will be set up for the final and the fences will be 2.5m high.

The ICT installations meet the requirements for mobile coverage. Access control system compatibility cannot be assessed. The number of network connections inside of the stadium is below requirements.

The technical requirements for grid and back-up power and floodlighting are met. The additional power for inside hospitality areas, and the resolution for the giant screens are slightly below requirements.

Mobility

The capacity of the main Lisbon airport (Humbert Delgado) is limited and close to saturation (80%). It is well connected to the host city. The secondary airport is low capacity. These factors will require careful assessment of the mobility plan taking into account the clubs’ profiles and historical data.

Lisbon is reachable by train from other European cities.

The stadium is located outside the city centre and is well connected and accessible by metro and bus. There are also various roads that link the city centre to the stadium. Car parking options around the stadium meet UEFA’s requirements.

Accommodation and Training Facilities

The accommodation concept for the UEFA key target groups proposed by the bidders is acceptable. The proposed hotel selection for the UEFA key target groups is slightly below the acceptable level. The overall number of bedrooms secured on match is slightly below the figures communicated by UEFA. The room rates are fair.

The level of involvement of the local authorities is satisfactory. The Secretaria de Estado do Turismo has guaranteed it would ensure that hotel room rates are fair during the week of the final.

The accommodation capacity within a 60km radius of the stadium in Lisbon, taking into account the simultaneous events impacting accommodation and the future hotel openings would allow the city to accommodate an extremely high number of fans, visitors as well as UEFA’s key target groups.

City Activities and Event Promotion

An adequate proposal, using some of the inventory used in 2014. There is some information on promotion and city dressing, which can be elaborated further during the planning stage.

The festival location proposed in Praça do Comercio is the same as that used for the Champions League Final in 2014, and would again be adequate.

The same event promotion plan is proposed in the UEFA Champions League and the UEFA Europa League bid dossiers.

The celebration party venue proposed is the same as in 2014 and would be adequate.

Commercial Matters

The FPF submitted a fairly good rights protection programme, based on existing legislation and a commitment to provide UEFA with additional support.

UEFA is offered a very good commercial inventory.

Organisational and Financial Matters

The FPF confirms that there are no legal or other constraints that would impact the fulfilment of the host associations’ obligations.

The bid dossier does not confirm whether a separate legal entity will be created or not. It currently only proposes two main working bodies, comprising members of the FPF with counterparts in the municipality, the stadium and airport operators and the police.

The number of staff proposed is relatively low. Each function has a clear task list. Costs per person were not provided. The events director of the FPF is proposed as project leader.

The FPF’s proposal for the host association fixed fee is within the budget. The proposal for stadium rent, basic services, set-up and security costs is slightly above UEFA’s target budget.
Turkish Football Federation

City: Istanbul
Stadium: Atatürk Olympic Stadium
Gross stadium capacity: 75,290
Renovations planned: Various adaptations to meet UEFA Champions League Final requirements – to be completed in 2020
Also bidding for: —
Vision, Concept and Legacy

The vision of the Turkish Football Federation (TFF) is to welcome the football family for a special experience in a unique venue where the 2005 UEFA Champions League final was played. Its main objectives are to promote the development of football in the country and leave a long-term human legacy by motivating everyone involved, especially the younger generation. The TFF also wants to provide outstanding sporting facilities in line with the high level of the final. TFF’s presentation of its vision, concept and anticipated legacy meets expectations.

Social Responsibility and Sustainability

The TFF confirms a city-wide combi-ticket system of free public transport for match ticket-holders as well as a tobacco-free environment at the stadium. The number of wheelchair-user seats meets expectations.

Overall the TFF proposal meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The TFF has provided all guarantees and confirmations requested, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA’s intellectual property rights would be protected. These documents were all signed by the country’s authorities at a very high level.

The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, anti-doping, intellectual property and commercial rights) would be at a high level.

The stadium capacity meets UEFA’s requirements despite the fact that a high number of seats behind the goals will have a restricted view.

Accessibility may be a challenge as there are only a limited number of access roads to the stadium.

The stadium roof covers only the main and opposite stand.

In terms of spectator welfare, after renovation works, the stadium will provide a good number of first-aid rooms and an acceptable number of concessions per sector. The ratio of male/female toilets will meet UEFA’s requirements.

The stadium does not offer sufficient space for all organisational matters inside the stadium building. The staff offices would be located on the stadium premises; the accreditation, volunteer centres and staff bistro would be located in marquees that would be built temporarily on space available in the vicinity of the stadium.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the team and referee dressing rooms, the match delegate and medical rooms and the doping control station, after the refurbishment work.

According to refurbishment plans, the stadium will have sufficient space for the VIP hospitality area. The number of skyboxes will be increased but the overall number will remain below

A valid stadium safety certificate has been provided, with confirmation of the safe capacity of the stadium and evacuation times which are under eight minutes.

The TFF has confirmed that the necessary upgrades to the stadium emergency systems will be completed in good time.

Stadium

The Atatürk Olympic stadium (gross capacity 75,290) was completed in 2002 and hosted the UEFA Champions League Final in 2005. Currently, the stadium is only in use for third division domestic league matches and non-football events. The stadium is owned and operated by Istanbul Olympic Games Preparation and Organising Committee.

The stadium has not been significantly upgraded since its construction. According to the bid dossier, renovation works are planned in the event that Atatürk Olympic stadium is selected to host the UEFA Champions League Final in 2020 to ensure it meets UEFA requirements. The timeline of these renovation works has not yet been confirmed and detailed plans are still to be developed.

In terms of spectator welfare, after renovation works, the stadium will provide a good number of first-aid rooms and an acceptable number of concessions per sector. The ratio of male/female toilets will meet UEFA’s requirements.

The stadium does not offer sufficient space for all organisational matters inside the stadium building. The staff offices would be located on the stadium premises; the accreditation, volunteer centres and staff bistro would be located in marquees that would be built temporarily on space available in the vicinity of the stadium.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the team and referee dressing rooms, the match delegate and medical rooms and the doping control station, after the refurbishment work.

According to refurbishment plans, the stadium will have sufficient space for the VIP hospitality area. The number of skyboxes will be increased but the overall number will remain below
requirements. The stadium does not offer sufficient and appropriate space for sponsors and corporate guests, so temporary marquees need to be built outside the stadium.

The media and broadcasting requirements are met in terms of the size of the broadcast compound, press conference room, stadium media centre, mixed zone, flash area and indoor TV studios. The broadcast compound is split into two areas separated by a road, so a cable bridge will need to be built. The position and size of the camera platforms meet UEFA’s needs.

The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. The outer security perimeter will be set up for the final and the fences are 2.5m high.

The ICT installations meet the requirements in terms of mobile coverage and number of network connections in the stadium. Access control system compatibility cannot be assessed.

The technical installations require major upgrades to fulfil UEFA requirements, mainly in terms of grid and back-up power, floodlighting and additional power for inside hospitality areas. A second giant screen is planned to be installed.

Mobility

Istanbul will have three airports by 2020 and the available capacity will therefore easily meet the mobility requirements. All three airports are well connected to the city centre.

The stadium is located outside the city and increases pressure on the existing public transport system and road access. Traffic may be a challenge owing to the limited number of access roads linked to the high parking capacity around the stadium.

Accommodation and Training Facilities

The accommodation concept for the UEFA key target groups proposed by the bidders is strong. The proposed hotel selection for the UEFA key target groups is strong. The overall number of bedrooms secured on match night meets the figures communicated by UEFA and the room rates are very attractive.

The level of involvement of the local authorities is satisfactory. The Ministry of Culture and Tourism has guaranteed it will ensure that hotel room rates are fair during the week of the final.

The accommodation capacity within a 60km radius of the stadium in Istanbul, taking into account the simultaneous events impacting accommodation and future hotel openings, would allow the city to accommodate an extremely high number of fans, visitors as well as UEFA’s key target groups.

City Activities and Event Promotion

A good city promotion proposal with good Champions Festival options, well thought-out social media and event marketing campaign.

The festival locations would be suitable in terms of space and accessibility.

Reasonable information has been received on city and airport branding possibilities. More details will be required in the planning stages.

The celebration party venue is of a very high level, and is the same venue as proposed for the UEFA Congress in 2012.

Commercial Matters

The prohibition of alcohol advertising restricts certain UEFA Champions League partners of fully leveraging this event.

The level of commercial rights protection is average.

UEFA is offered a very good commercial inventory.

Organisational and Financial Matters

The TFF confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier proposes the creation of a local organising structure, under the guidance of UEFA, within the TFF (no separate legal entity), comprising members of the TFF with counterparts from the Istanbul governorship and metropolitan municipality, the stadium operator and the Turkish government.

The number of staff proposed is relatively low, with reasonable costs per person. No project leader was proposed.

The TFF will cover all related costs for the final of the UEFA Champions League in 2020 (host association fixed fee, stadium rent, basic services, set-up and security costs).
Polish Football Federation

City: Gdansk
Stadium: Arena Gdansk
Gross stadium capacity: 41,486
Renovations planned: —
Also bidding for: —
Vision, Concept and Legacy

The Polish Football Federation (PZPN) presents the city of Gdansk and the surrounding region as the perfect choice to host the 2020 UEFA Europa League, which it considers as a unique opportunity to educate and inspire the younger generation, as well as giving a boost to the host city and region and contributing to their prosperity. The PZPN wants to strengthen the image and overall position of Poland in relation with state-of-the-art major international events. They have shown great motivation throughout their bid and apply a very interesting approach to presenting their vision, concept and anticipated legacy, which exceeds expectations.

Social Responsibility and Sustainability

The PZPN confirms a city-wide combi-ticket system of free public transport for match ticket-holders as well as a tobacco-free environment at the stadium. The proposed number of wheelchair-user seats is below expectations.

Overall the PZPN proposal just about meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city and airport undertakings have been properly signed.

With regards to direct taxes for non-resident players and clubs, the authorities involved have provided the requested confirmations, albeit with a number of amendments.

The PZPN have provided all guarantees and confirmations requested, occasionally with some amendments, including agreement to classify the final as being in the public interest and the guarantee confirming that UEFA’s intellectual property rights would be protected. The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

Whilst the overall Polish legislation is satisfactory, there are concerns regarding the implementation conditions for ticketing, intellectual property or commercial rights.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be providing safety, security and service has been submitted and proper guarantees have been signed off by the prime minister.

A valid stadium safety certificate has been provided, with confirmation of the safe capacity of the stadium and evacuation times, which are under eight minutes.

The PZPN has confirmed that all provisions by the police and other public authorities will be free of charge.

Stadium

Arena Gdansk (gross capacity 41,486) was completed in 2011 and hosted three group matches and one quarter-final during UEFA EURO 2012. The stadium is owned and operated by Arena Gdańsk Sp. z o.o.

The stadium meets UEFA’s requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium provides a good number and ratio of toilets and an acceptable amount of concessions per sector. The number of first-aid rooms is slightly lower than required.

The PZPN have confirmed that all provisions by the police and other public authorities will be free of charge.

Stadium Arena Gdansk (gross capacity 41,486) was completed in 2011 and hosted three group matches and one quarter-final during UEFA EURO 2012. The stadium is owned and operated by Arena Gdańsk Sp. z o.o.

The stadium meets UEFA’s requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium provides a good number and ratio of toilets and an acceptable amount of concessions per sector. The number of first-aid rooms is slightly lower than required.

The PZPN have confirmed that all provisions by the police and other public authorities will be free of charge.

The stadium offers sufficient space for organisational matters. The steward centre and staff offices would be located on the stadium premises, and the accreditation, volunteer centres and staff bistro would be at the exhibition centre close to the stadium, as for UEFA EURO 2012.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the team and referee dressing rooms, the match delegate and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The stadium does not offer sufficient and appropriate space for sponsors’ guests, so a temporary solution outside the stadium would be required. The number of skyboxes is limited.

The media and broadcasting requirements are met in terms of the size and location of the broadcast compound, press conference room, mixed zone, flash area and indoor TV studios. The stadium media centre and the mixed zone would be built temporarily outside the stadium. The position and size of the camera platforms meet UEFA’s needs.

The control room is well located and offers sufficient space for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all
spectators to enter the stadium within one hour. The height of the existing outer security perimeter fence is 2.5m.

The ICT installations meet the requirements, including mobile coverage.

The technical requirements are met in terms of the grid and back-up power and floodlighting. Additional power and giant screens are slightly below requirements.

**Mobility**

The capacity of the international airport (Gdańsk Lech Wałęsa Airport) is very limited. Bydgoszcz Airport has been proposed to absorb some of the traffic, but it is located far from the stadium. Depending on the teams that qualify and the interest among their fans, a temporary increase in airport capacity and parking positions may be required.

Currently, there are restrictions on the number of night flights allowed. The civil aviation authority has indicated (in an official letter) that these restrictions could be temporarily lifted for the event.

The main link between the airport and the stadium/city centre is by bus. The capacity of this shuttle system may need to be increased for the event.

The public transport network in Gdansk is well developed, and there are sufficient public transport hubs (tramway, train and bus) within walking distance of the stadium to ensure last-kilometre accessibility. Parking is limited around the stadium.

**Accommodation and Training Facilities**

The accommodation concept for the UEFA key target groups proposed by the bidders is acceptable. The proposed hotel selection for the UEFA key target groups is acceptable. The overall number of bedrooms secured on match night meets the figures communicated by UEFA and the room rates are fair.

The level of involvement of the local authorities is satisfactory. The Gdansk tourism organisation has guaranteed it would ensure that hotel room rates are fair during the week of the final.

The accommodation capacity within a 60km radius of the stadium in Gdansk, taking into account the simultaneous events impacting accommodation and future hotel openings, would allow the city to accommodate an extremely limited number of fans, visitors as well as UEFA’s key target groups. The alternative accommodation possibilities mentioned by the bidder are numerous and would probably be sufficient to minimise the impact of the lack of hotel rooms.

**City Activities and Event Promotion**

A very strong proposal with excellent promotional plan, city dressing ideas and commitment from the city.

Good location offered for the fan entertainment area. There is clearly a solid existing relationship between the PZPN and the city of Gdańsk which is very beneficial to the city’s promotion activities for the UEFA Europe League final. One of the fan entertainment areas was used as the public viewing location for UEFA EURO 2012, although it is further out from the city centre.

The celebration party venues proposed are adequate and meet the capacity and location criteria.

**Commercial Matters**

The PZPN submitted a fairly good rights protection programme, based on existing legislation and a commitment from the organisers to fully support UEFA’s efforts.

UEFA is offered a good level of commercial inventory.

**Organisational and Financial Matters**

The PZPN confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier proposes the creation of a local organising committee within the PZPN (no separate legal entity), comprising representatives of the PZPN, the city and the stadium.

The number of staff proposed is low, the availability (between 8 and 18 months) and cost per person is reasonable. A project leader is proposed.

The PZPN’s proposal for the host association fixed fee, stadium rent, basic services, set-up and security costs is within UEFA’s target budget.
Portuguese Football Federation

City: Porto
Stadium: Estádio do Dragão
Gross stadium capacity: 50,035
Renovations planned: Roof plates – no completion date provided
Pitch perimeter ground – no completion date provided
Also bidding for: UEFA Champions League (Lisbon), UEFA Super Cup (Porto)
Vision, Concept and Legacy

The Portuguese Football Federation (FPF) proposes to host an event that will contribute to the well-being of Portuguese families who see football as a perfect vehicle for a healthy lifestyle, especially for the younger generation. It is also an opportunity for the local population to engage with the final and to enjoy all associated events. In hosting this event, the FPF also wants to have a positive impact on Portugal and the city of Porto. The FPF’s presentation of its vision, concept and anticipated legacy meets expectations.

Social Responsibility and Sustainability

The FPF confirms a city-wide combi-ticket system of free public transport for match ticket-holders. There is no confirmation of a tobacco-free environment at the stadium. The proposed number of wheelchair-user seats is below expectations.

Overall the FPF proposal just about meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed. The airport commitments are not in line with the UEFA Europa League Final requirements, which may generate additional costs.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The FPF has provided all guarantees and confirmations requested, including the agreement to classify the final as being in the public interest and the guarantee confirming that UEFA’s intellectual property rights would be protected. These documents were all signed by the country's authorities at a very high level.

The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, anti-doping, intellectual property and commercial rights) would be at a very high level.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be providing safety, security and service has been submitted and proper guarantees have been signed off by the prime minister.

A valid stadium safety certificate has been provided, with confirmation of the safe capacity of the stadium and respective evacuation times, which are under eight minutes.

The FPF have confirmed that policing inside and outside the stadium will be at no costs for the organisers.

Stadium

 Estádio do Dragão (gross capacity 50,035) was completed in 2003 and hosted UEFA EURO 2004 matches including the opening match and one semi-final. The stadium is owned by Futebol Clube do Porto and operated by Porto Estadio - Gestão e Exploração de Equipamentos Desportivos SA.

The stadium meets UEFA’s requirements in terms of capacity and accessibility. There are limited bus parking areas in the vicinity.

In terms of spectator welfare, the stadium provides a good number and ratio of toilets and concessions per sector. The number of first-aid rooms are sufficient.

The FPF have confirmed that policing inside and outside the stadium will be at no costs for the organisers.

Stadium Estádio do Dragão (gross capacity 50,035) was completed in 2003 and hosted UEFA EURO 2004 matches including the opening match and one semi-final. The stadium is owned by Futebol Clube do Porto and operated by Porto Estadio - Gestão e Exploração de Equipamentos Desportivos SA.

The stadium meets UEFA’s requirements in terms of capacity and accessibility. There are limited bus parking areas in the vicinity.

In terms of spectator welfare, the stadium provides a good number and ratio of toilets and concessions per sector. The number of first-aid rooms are sufficient.

The stadium offers sufficient space for organisational matters. The steward centre, volunteer centre and staff offices would be located on the stadium premises. The accreditation centre would be a temporary construction. It is not clear if the staff bistro is an existing or temporary facility which is located outside the stadium.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the team and referee dressing rooms, the match delegate and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The VIP hospitality will be split between the presidential lounge and skyboxes as no large space exists. Sponsors’ guests are currently located on the opposite stand on two different levels in lounges located behind skyboxes, and access to seats is not clear from one of the lounges. The number of skyboxes is acceptable.

The existing broadcast compound is too small. An extension is planned on level 0 outside the stadium that meets the size requirements even if cabling may be difficult. The other media and broadcasting requirements are met in terms of
the size and location of the mixed zone, flash area and indoor TV studios. The press conference room will be installed temporarily in an event room close to the technical area and the stadium media centre will be temporarily installed in the stadium inner concourse on level 2. Both temporary set-ups are the same as for UEFA EURO 2004. The position and size of the camera platforms meet UEFA’s needs.

The sizes of the control room and steward centre meet the requirements. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. A temporary high fence would have to be installed to create the outer security perimeter.

The ICT installations partially meet the requirements. The mobile coverage is good.

The technical requirements are met in terms of the grid and back-up power. Low voltage, additional power and floodlighting requirements are partly met. Giant screens fully meet requirements.

**Mobility**

The capacity of the international airport (Aeroporto Francisco Sá Carneiro) is sufficient based on current estimates and capacity to accommodate additional supporter charters. Vigo Airport, located far from the stadium, has been suggested to absorb some of the traffic should it be needed. Depending on the teams that qualify and the interest among their fans, a temporary increase in airport capacity and parking positions may be required.

There are night-flight restrictions, which the FPF has said it would endeavour to lift on match night.

The stadium is not within walking distance from the city centre (6km). It can be accessed from two sides. A bus and metro line link the airport and the stadium/city centre. The number of buses would have to be increased to cope with demand. The public transport network in Porto is well developed, and there are sufficient public transport hubs (tramway, train and bus) within walking distance of the stadium to ensure last-kilometre accessibility.

The parking capacity is low and would require temporary solutions.

**Accommodation and Training Facilities**

The accommodation concept for the UEFA key target groups proposed by the bidders is acceptable. The proposed hotel selection for the UEFA key target groups is slightly below the acceptable level. The overall number of bedrooms secured on match night is slightly below the figures communicated by UEFA. The room rates are good.

The level of involvement of the local authorities is satisfactory. The Secretaria De Estado Do Turismo has guaranteed to ensure that hotel room rates are fair during the week of the final.

The accommodation capacity within a 60km radius of the stadium in Porto, taking into account the simultaneous events impacting accommodation and future hotel openings, would allow the city to accommodate a reasonable number of fans, visitors as well as UEFA’s key target groups.

**City Activities and Event Promotion**

Overall, an adequate proposal. There is some information available on promotion and city dressing which will need to be elaborated on during the planning phase.

The fan entertainment area proposed in the city centre is the most ideal. Outside the city, there is a second option with an inappropriate grass surface for the UEFA Europa League final event concept.

The same event promotion plan is proposed in the UEFA Champions League and the UEFA Europa League bid dossiers.

The celebration party venues proposed are adequate and meet the capacity and location criteria.

**Commercial Matters**

The FPF submitted a fairly good rights protection programme, based on existing legislation and commitment to provide UEFA with additional support.

UEFA is offered a very good level of commercial inventory.

**Organisational and Financial Matters**

The FPF confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier does not confirm whether a separate legal entity will be created or not. It currently only proposes two main working bodies, comprising members of the FPF with counterparts from the municipality, the stadium and airport operators, and the police.
The number of staff proposed is relatively low. Each function has a clear task list; costs per person are unknown. The events director of FPF is the proposed project leader.

The FPF’s proposal for the host association fixed fee, stadium rent, basic services, set-up and security costs is just about within UEFA’s target budget.
Austrian Football Association

City: Vienna
Stadium: Austria Arena
Gross stadium capacity: 14,932
Renovations planned: West and north stand construction – to be completed in 2018
South stand renovation – to be completed in 2018
Also bidding for: —
Vision, Concept and Legacy

The Austrian Football Association (ÖFB) is very motivated to stage the UEFA Women’s Champions League final and have developed a good-quality concept. They want to host Europe’s top women’s club football match and use it to build on the growing enthusiasm for women’s football in Austria, taking it to the next level and increasing participation. They intend to use the platform of the UEFA Women’s Champions League final to achieve the next steps of their national programme for women’s football, covering initiatives in grassroots, talent development, coaches and referees, clubs and leagues, and volunteers.

Social Responsibility and Sustainability

The ÖFB confirms a tobacco-free environment at the stadium. It fails to confirm a city-wide combi-ticket system of free public transport for match ticket-holders. The proposed number of wheelchair-user seats is below expectations.

Overall the ÖFB proposal just about meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed but all include comments and/or amendments, which may generate additional costs for UEFA.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The ÖFB have submitted all guarantees and confirmations requested. The ticketing guarantee has been provided by the ÖFB instead of the authorities.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be involved in safety, security and service has been submitted and proper guarantees have been signed off by the vice-chancellor, the federal minister of the interior.

A valid stadium safety certificate has been provided. The timings of full stadium evacuation (simulation protocol) have not been submitted; two static calculations about the evacuation process were submitted instead that comply with Austrian law.

Stadium

The renovation of the Austria Arena (gross capacity 14,932) will be completed in 2018. The stadium is owned and operated by FK Austria Wien.

The stadium meets UEFA’s requirements in terms of capacity and accessibility. The parking areas are smaller than the requirements and are within 10 minutes' walking distance of the stadium.

In terms of spectator welfare, the stadium provides a sufficient number of toilets and concessions. The stadium does not provide first aid facilities in each sector.

The stadium offers sufficient space for staff offices, storage, volunteer and steward centres. The accreditation centre has not been clearly identified.

The VIP stand and VIP hospitality are big enough to accommodate all VIPs and the stadium offers an additional 45 skyboxes that can be sold for the final.

The media and broadcasting requirements are partially met. The space for the mixed zone and flash area is sufficient and the position and size of the camera platforms fully meet UEFA’s needs. The size of the press conference room is below requirements. The size of the broadcast compound is sufficient; however, it is rather narrow, which is not ideal for positioning the outside broadcast vans. The number of indoor TV studios exceeds UEFA’s requirements.

In terms of safety and security, the stadium control room is rather small for the police, fire brigade and medical services, and no separate meeting room was identified close by.

The ICT installations fully meet the requirements with stadium-wide mobile coverage.

The stadium services cannot be further evaluated as the stadium is currently undergoing extensive renovations and is not operational yet.

Mobility

The capacity of Vienna International Airport is sufficient. It is also a hub for eastern European
flights to southern or northern European countries.

Mostly local spectators are expected and the public transportation system fully meets the requirements.

City Activities and Event Promotion

The city of Vienna supports the bid for the UEFA Women’s Champions League Final and confirms its support in terms of city decoration and locations (dinner venue).

The promotional activities propose to attract both football fans and the general public and will leave a legacy in terms of women’s football in the host country.

Commercial Matters

The ÖFB submitted a programme with an adequate level of commercial rights protection.

UEFA is offered an adequate level of commercial inventory.

Organisational and Financial Matters

The ÖFB confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier proposes the creation of a local organising structure within the ÖFB (no separate legal entity), comprising members of the ÖFB, with counterparts from the municipality, stadium operator and state authorities.

The number of staff proposed is sufficient. Neither costs nor availability per person are mentioned in the bid dossier. The project leader will be a member of the ÖFB without further explanation.

The ÖFB proposal for the host association fixed fee, stadium rent and basic services, set-up and security costs exceeds UEFA’s targeted budget.
Football Association of Albania

City: Tirana
Stadium: Arena Kombëtare
Gross stadium capacity: 21,921
Renovations planned: Stadium under construction, to be completed in December 2018
Also bidding for: —
Vision, Concept and Legacy

The Football Association of Albania (FSHF) sees the UEFA Super Cup as a great opportunity to further develop and promote football in Albania. It will enable them to show the standards of the new national Arena Kombëtare stadium as well as other important infrastructure investments.

By hosting the UEFA Super Cup in Tirana, the FSHF believes that the event will have a positive economic impact and will help improve the brand identity of the city globally. The FSHF shows a good approach to the presentation of their vision, concept and anticipated legacy, which meets expectations.

Social Responsibility and Sustainability

The FSHF fails to confirm a city-wide combi-ticket system of free public transport for match ticket-holders. It confirms a tobacco-free environment at the stadium.

The proposed number of wheelchair-user seats just about meets expectations.

Overall the FSHF proposal just about meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The FSHF has provided all guarantees and confirmations requested, including agreement to classify the UEFA Super Cup as being in the public interest. These documents were all signed by the country’s authorities at a very high level.

The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a very high level.

Event Safety, Security and Service

A full list of the public and private stakeholders involved in the providing safety, security and service has been submitted and proper guarantees have been signed off by the Albanian ministry of internal affairs.

A valid stadium safety certificate has been submitted, with confirmation of the safe capacity of the stadium and evacuation times below eight minutes.

Stadium

The Arena Kombëtare (gross capacity 21,921) will be completed in December 2018. The stadium is owned and operated by Qendra Sportive Kuq e Zi.

The stadium meets UEFA’s requirements in terms of capacity and accessibility, with access to and from parking areas from within the stadium.

In terms of spectator welfare, the stadium provides a sufficient number of toilets, concessions and first-aid rooms.

The stadium offers sufficient space for staff offices and volunteer and steward centres. There is a lack of storage space.

The pitch is planned to be 105m x 68m and will be of natural grass. The size of the team and referee dressing rooms, the match delegate and medical rooms and the doping control station all meet requirements.

The VIP stand and VIP hospitality are separated from the public and other target groups. The stadium premises do not contain sufficient space for sponsors or corporate guests. The number of skyboxes will be limited and the Super Cup Club would have to be built outside the stadium.

The media and broadcasting requirements are partly met. The broadcast compound is too small, space for the press conference room, mixed zone and flash area is very limited and the position and size of the camera platforms only partly meet UEFA’s needs. The number of indoor TV studios exceeds UEFA’s requirements.

In terms of safety and security, the stadium has submitted the evacuation plans. The control room is too small for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations meet the requirements in terms of mobile coverage and number of network connections in the stadium. With regards to technical requirements, only one grid line is provided. The requirements in terms of additional power, floodlighting and giant screens are only partly met.
Mobility

Tirana has one international airport (Nënë Tereza). The passenger capacity is just about sufficient. Depending on the teams that qualify and the interest among their fans, a temporary increase in airport capacity and parking positions may be required.

There are no night-flight restrictions at Tirana international airport.

There are public buses between the airport and the stadium/city centre. Their number would have to be increased to cope with demand.

The stadium is within walking distance of the city centre and can be accessed from three sides. The parking capacity is low and would require temporary solutions.

Accommodation and Training Facilities

The accommodation plan for the UEFA key target groups proposed by the bidders is appropriate. The proposed hotel selection for the UEFA key target groups is acceptable. The overall number of bedrooms secured on match night meets the figures communicated by UEFA and the room rates offered are very attractive.

The accommodation capacity within a 60 km radius of the stadium in Tirana, taking into account the simultaneous events impacting accommodation and future hotel openings, would allow the city to accommodate a reasonable number of fans, visitors as well as UEFA’s key target groups.

The level of involvement of the local authorities is satisfactory. The Albanian National Tourism Agency has guaranteed its best endeavours to ensure that hotel room rates are fair during the UEFA Super Cup.

City Activities and Event Promotion

An adequate proposal with suitable promotional plans, city dressing ideas and commitment from the city.

The celebration party venue proposed is adequate and has sufficient capacity.

Commercial Matters

The FSHF submitted a fairly good rights protection programme.

UEFA is offered a fairly good level of commercial inventory.

Organisational and Financial Matters

The FSHF confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier proposes the creation of a local organising structure within the FSHF (no separate legal entity), comprising FSHF members with counterparts from the municipality, the stadium operator and state authorities.

The number of staff proposed is sufficient. Costs and availability per person are proposed, as well as for the project leader. The project leader will be a member of the FSHF.

The FSHF proposal for the host association fixed fee, stadium rent, basic services, set-up and security costs is below UEFA’s budget target.
Football Federation of Belarus

City: Minsk
Stadium: Dinamo
Gross stadium capacity: 22,219
Renovations planned: Full reconstruction to be completed in 2018
Also bidding for: —
Vision, Concept and Legacy

The Football Federation of Belarus (BFF) considers the hosting of the UEFA Super Cup as a chance to unite the country, achieve various social goals and engage more people in football. They want to show the improvements made to the infrastructure of the Dinamo stadium as well as the overall modernisation accomplished throughout the country.

The long-term legacy, social and economic impact is believed to be positive and meets expectations. An important focus is given to the development of tourism in Belarus, which is believed to result from the staging of the UEFA Super Cup.

Social Responsibility and Sustainability

The BFF bid confirms a city-wide combi-ticket system of free public transport for match ticket-holders as well as a tobacco-free environment at the stadium. The proposed number of wheelchair-user seats is below expectations.

Overall the BFF proposal just about meets the social responsibility and sustainability criteria provided by UEFA.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The BFF has provided all guarantees and confirmations requested, including the agreement to classify the UEFA Super Cup as being in the public interest. These documents were all signed by the country’s authorities at a very high level.

The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, anti-doping, intellectual property and commercial rights) would be of a high level.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be involved in providing safety, security and service has been submitted and proper guarantees have been signed off by the deputy prime minister of Belarus.

A stadium safety certificate guarantee could not be provided yet as the stadium is currently being reconstructed and is scheduled to reopen in June 2018. It was ensured that the valid stadium safety certificate will be submitted after the stadium has been fully delivered and commissioned.

Stadium

The Dinamo stadium (gross capacity 22,219) was completed in 1934. Full reconstruction started in 2014 and will, according to the bid dossier, be completed by 2018. The stadium is owned and operated by the city of Minsk.

The stadium meets UEFA’s requirements in terms of capacity and accessibility, with access to and from parking areas, most of which are outside of the stadium premises.

In terms of spectator welfare, the stadium partially meets the number of toilets, concessions and first-aid rooms required.

The pitch is 105m x 68m and will be of natural grass.

UEFA received contradictory map and surface area information regarding space for administration offices, team and referee dressing rooms, match delegates, medical rooms and media and broadcasting which, as such, cannot be properly assessed.

The VIP stand and VIP hospitality are separated from the public and other target groups. The stadium premises do not contain sufficient space for sponsors or corporate guests. The number of skyboxes will be limited and the Super Cup Club would have to be built outside the stadium.

In terms of safety and security, the stadium has provided evacuation plans. The control room is too small for the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient. The evacuation time is not sufficient.

The ICT installations meet the requirements in terms of mobile coverage and number of network connections in the stadium.

The technical requirements for additional power, floodlighting and giant screens are partially met.

Mobility

Minsk has one international airport (Minsk National Airport). The passenger capacity is limited but just about sufficient based on current
estimates. Depending on the teams that qualify and the interest among their fans, a temporary increase in airport capacity and parking positions may be required.

There are no night-flight restrictions at Minsk National Airport.

There are public buses between the airport and the stadium/city centre. Their number would have to be increased to cope with demand.

The stadium is within walking distance of the city centre and can be accessed from two sides. The parking capacity is low and would require temporary solutions.

Accommodation and Training Facilities

The accommodation plan for the UEFA key target groups proposed by the bidders is appropriate. The proposed hotel selection for the UEFA key target groups is acceptable. The overall number of bedrooms secured on match night meets the figures communicated by UEFA and the room rates are very attractive.

The accommodation capacity within a 60 km radius of the stadium in Minsk, taking into account the simultaneous events impacting accommodation and the future hotel openings, would allow the city to accommodate a limited number of fans, visitors as well as UEFA's key target groups. The alternative accommodation possibilities mentioned by the bidder are numerous and would certainly be sufficient to minimise the impact of the lack of hotel rooms.

The level of involvement of the local authorities is satisfactory. The Belarus government has guaranteed its best endeavours to ensure that hotel room rates are fair during the UEFA Super Cup.

City Activities and Event Promotion

A proposal with sufficient promotional plans, city dressing ideas and commitment from the city.

The celebration party venue proposed is suitable and sufficient from both a location and capacity perspective.

Commercial Matters

The BFF submitted a good rights protection programme.

UEFA is offered a fairly good level of commercial inventory.

Organisational and Financial Matters

The BFF confirms that there are no legal or other constraints that would impact the fulfilment of the host association's obligations.

The bid dossier proposes the creation of a local organising structure within the BFF (no separate legal entity), comprising members of the BFF, with counterparts from the municipality, the stadium operator and state authorities.

The number of staff proposed is sufficient. Availability per person is proposed as well as the project leader. No costs or organisational structure are indicated in the bid dossier. The project leader will be a member of the BFF.

The BFF proposal for the host association fixed fee is within UEFA's budget target. The total costs proposed for stadium rent, basic services, set-up and security costs are far above UEFA's budget target.
<table>
<thead>
<tr>
<th>City:</th>
<th>Nice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stadium:</td>
<td>Stade de Nice</td>
</tr>
<tr>
<td>Gross stadium capacity:</td>
<td>32,222</td>
</tr>
<tr>
<td>Renovations planned:</td>
<td>Pitch replacement to be completed in July 2018</td>
</tr>
<tr>
<td>Also bidding for:</td>
<td>—</td>
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</tbody>
</table>
Vision, Concept and Legacy

Nice’s main motivation is to demonstrate its ability to host high-profile international sporting events. The city has experience in hosting many sports events (including the EURO in 2016) and underlines the subsequent investments made in infrastructure. Importance is given to the social benefits and long-term legacy in particular.

Effective measures will be undertaken to evaluate the economic impact of the UEFA Super Cup. Overall the presentation of the French Football Federation’s vision, concept and anticipated legacy meets expectations.

Social Responsibility and Sustainability

The FFF fails to confirm a city-wide combi-ticket system of free public transport for match ticket-holders. It confirms a tobacco-free environment at the stadium. The proposed number of wheelchair-user seats is below expectations.

Overall the FFF proposal just about meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium and host city undertakings have been properly signed. For the airport undertaking, only a support letter has been provided.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided none of the requested confirmations.

The FFF has provided none of the guarantees and confirmations requested. The protection of UEFA’s rights (including ticketing, anti-doping, intellectual property and commercial rights) cannot be assessed.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be involved in providing safety, security and service has been submitted.

The event safety, security and service guarantee has been provided and signed off by the mayor of Nice. It has not yet been confirmed that the cost of the police security provisions will be borne by the local authorities. It was confirmed that no further guarantee is necessary at the prefecture level.

A valid stadium safety certificate has been provided, with confirmation of the safe capacity of the stadium and evacuation times below eight minutes.

Stadium

The Stade de Nice (gross capacity 36,222) was completed in 2013. It is owned by the city of Nice and operated by Nice Eco Stadium. UEFA EURO 2016 group matches and a round of 16 match were held there. It hosts the home matches of OGC Nice.

The stadium meets UEFA’s requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium partially meets the requirements regarding the number and ratio of toilets (including disabled). The amount of concessions and first-aid rooms cannot be assessed.

The stadium offers sufficient space for staff offices, volunteer centre, accreditation centre, storage and staff bistro.

The natural grass pitch (105m x 68m) meets UEFA’s requirements. There is sufficient space for the teams’ and referees’ dressing rooms, the match delegate’s and medical rooms and the doping control station.

There is sufficient space for VIP hospitality and the Super Cup Club inside the stadium.

The media and broadcasting requirements are partly met as the size of the broadcast compound is too small. The number of indoor TV studios is below UEFA’s requirements. There is sufficient space for the stadium media centre, press conference room, mixed zone and flash area.

In terms of safety and security, the stadium has provided adequate evacuation plans. The control room is rather small to host the police, fire brigade, medical services and private security personnel.

The ICT installations meet the requirements, including for mobile coverage. The number of turnstiles cannot be assessed. The technical requirements cannot be assessed apart from the giant screens and climate control system.

Mobility

Nice has one international airport (Aéroport Nice Cote d’Azur). The passenger capacity is limited but just about sufficient. Depending on the teams that qualify and the interest among their fans, a temporary increase in airport capacity and parking positions may be required.

There are no night-flight restrictions at Aéroport Nice Cote d’Azur, but there are noise restrictions.
There are public buses between the airport and the stadium/city centre. Their number would have to be increased to cope with demand.

The stadium is not walking distance from the city centre (10km). It can be accessed from two sides. The parking capacity is low and would require temporary solutions.

**Accommodation and Training Facilities**

The accommodation plan cannot be evaluated since no hotel bookings have been signed with the hotels.

The accommodation capacity within a 60 km radius of the stadium in Nice, taking into account the simultaneous events impacting accommodation and the future hotel openings, would allow the city to accommodate an extremely high number of fans, visitors as well as UEFA’s key target groups.

The level of involvement of the local authorities is satisfactory. The Nice Convention and Visitors Bureau has guaranteed its best endeavours to ensure that hotel room rates are fair during the UEFA Super Cup.

**City Activities and Event Promotion**

A very good proposal for city activities and event promotion. The bid includes a good timeline of events and a significant contribution from the city towards city dressing and advertising.

The celebration party location is prestigious, but would need further development with regard to external structures being needed if the event is to be held outside.

**Commercial Matters**

A notable ban on alcohol advertising restricts certain UEFA Champions League partners of fully leveraging this event.

UEFA is offered a fairly good level of commercial inventory.

**Organisational and Financial Matters**

The FFF indicates legal and commercial constraints (similar to EURO 2016) related to the stadium naming rights and commercial entities at the stadium that would impact the fulfilment of the host association’s obligations.

The bid dossier proposes the creation of a local organising structure (no separate legal entity), comprising members of the stadium operator and city authorities. The FFF interacts in a supervising role.

The number of staff is not indicated; nor are costs and availabilities. The project leader will be a member of the FFF.

The FFF proposal for the host association fixed fee is within UEFA’s budget target. The total costs proposed, for stadium rent, basic services, set-up and security, are far above UEFA’s budget target.
Israel Football Association

City: Haifa
Stadium: Sammy Ofer Stadium
Gross stadium capacity: 30,874
Renovations planned: None
Also bidding for: —
Vision, Concept and Legacy

The Israel Football Association (IFA) is very keen to host a UEFA Super Cup that would overcome borders, languages and religions, uniting communities and people. The experience and know-how acquired from hosting past sporting events will be applied to staging the UEFA Super Cup.

The IFA and city of Haifa believe that the exposure given to the city through this event will also be very beneficial for the local economy. Particular attention will be given to visiting fans and other international tourists travelling to the event, allowing them to enjoy the vibrant scene the city has to offer.

In conclusion, the vision, concept and anticipated legacy fully meet the expectations.

Social Responsibility and Sustainability

The IFA bid confirms a city-wide combi-ticket system of free public transport for match ticket-holders as well as a tobacco-free environment at the stadium. The proposed number of wheelchair-user seats fails to meet expectations.

Overall the IFA proposal meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The IFA has provided all guarantees and confirmations requested, including the agreement to classify the UEFA Super Cup as being in the public interest. Most of these documents have been signed by the host city’s authorities, which raises concerns regarding their enforceability.

The authorities plan to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, intellectual property and commercial rights) is not fully covered by the guarantees provided. The anti-doping guarantee does not meet the requirements.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be involved in providing safety, security and service has been submitted.

The event safety, security and service guarantee has been provided and signed off by the Haifa municipality. The medical requirements guarantee has been submitted and signed off by the medical committee of the IFA. It was confirmed that no further guarantees are necessary at governmental/police level, as the municipality is responsible for the entire safety and security of the stadium.

A valid stadium safety certificate has been provided, with confirmation of the safe capacity of the stadium and evacuation times below 8 minutes.

Stadium

Sammy Ofer Stadium (gross capacity 30,874) was completed in August 2014 and hosts the home matches of Maccabi Haifa and Hapoel Haifa FC. The stadium is owned by Haifa municipality and operated by Haifa HaBilui and Sport.

The stadium meets UEFA’s requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium provides an average number and ratio of toilets and a limited number of concessions and first-aid rooms per sector.

The stadium offers sufficient space for organisational matters. The volunteer and steward centres, staff offices, accreditation centre and staff bistro would all be located inside the stadium.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the teams’ and referees’ dressing rooms, the match delegate’s and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The number of skyboxes is sufficient. The Super Cup Club would have to be built outside the stadium.

The media and broadcasting requirements are partly met. The size of the broadcast compound, press conference room, mixed zone and flash area meet UEFA’s needs. The number of indoor TV studios meet UEFA’s requirements. The stadium media centre would have to be built outside the stadium.
In terms of safety and security, the stadium has provided evacuation plans. The control room is rather small to host the police, fire brigade, medical services and private security personnel. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour.

The ICT installations meet the requirements, including for mobile coverage.

The technical requirements are also met for grid and back-up power, additional power, floodlighting and giant screens.

Mobility

Ben Gurion International Airport in Tel Aviv has been proposed as the main airport. Its capacity is sufficient to handle the expected demand.

There are some night-flight restrictions in place. The IFA has indicated that these restrictions could be lifted on request to allow charter flights to depart on match night.

The link between the airport and the stadium/city centre is by public bus and train. The travel time is long (75 minutes minimum) and the number of buses would have to be increased to cope with the increase in demand.

Enhanced public transport lines and temporary shuttle buses would be provided to and from the stadium to ensure last-kilometre accessibility.

Accommodation and Training Facilities

The accommodation plan for the UEFA key target groups proposed by the bidders is appropriate. The proposed hotel selection for the UEFA key target groups is acceptable. The overall number of bedrooms secured on match night meets the figures communicated by UEFA and the room rates are good.

The accommodation capacity within a 60 km radius of the stadium in Haifa, taking into account the simultaneous events impacting accommodation and the future hotel openings, would allow the city to accommodate an extremely high number of fans, visitors as well as UEFA’s key target groups.

The level of involvement of the local authorities is satisfactory. The Israel Ministry of Tourism has guaranteed its best endeavours to ensure that hotel room rates are fair during the period of the UEFA Super Cup.

City Activities and Event Promotion

A suitable and adequate proposal for city activities and event promotion was submitted, with a clear timeline.

There is a clear indication of a financial contribution to advertising, promotion and city dressing.

The celebration party venue seems adequate with a suitable amount of space.

Commercial Matters

The IFA submitted a fairly good rights protection programme

UEFA is offered a fairly good level of commercial inventory.

Organisational and Financial Matters

The IFA confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier proposes the creation of a local organising structure within the IFA (no separate legal entity), comprising members of the IFA, with counterparts from the municipality, the stadium operator and state authorities (ministry of tourism).

The number of staff proposed is sufficient. Costs and availability per person are not proposed, and neither is an organisational structure. The project leader will be a member of the IFA.

The IFA proposal for the host association fixed fee, stadium rent, basic services, set-up and security costs is within UEFA’s budget target.
<table>
<thead>
<tr>
<th>City:</th>
<th>Belfast</th>
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</thead>
<tbody>
<tr>
<td>Stadium:</td>
<td>Windsor Park</td>
</tr>
<tr>
<td>Gross stadium capacity:</td>
<td>18,579</td>
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<tr>
<td>Renovations planned:</td>
<td>Alterations to TV studios to improve view of pitch, to be completed 2019</td>
</tr>
<tr>
<td>Also bidding for:</td>
<td>—</td>
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</tbody>
</table>
Vision, Concept and Legacy

The Irish Football Association (IFA) believe that the UEFA Super Cup would have a “transformative effect” on the city and region. Indeed, they consider this event to be a great opportunity to bring people from various communities together and work towards breaking down the divisions that have affected the country for decades. The IFA also wants to show the high-level of infrastructure that the National Football Stadium has to offer at Windsor Park. It also wants to promote, foster and develop football for all in Northern Ireland. A socioeconomic survey will be conducted to assess the impact of the event.

The vision, concept and anticipated legacy fully meets expectations.

Social Responsibility and Sustainability

The IFA bid confirms a city-wide combi-ticket system of free public transport for match ticket-holders as well as a tobacco-free environment at the stadium. The proposed number of wheelchair user-seats meets expectations.

Overall the IFA proposal meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The IFA has provided all guarantees and confirmations requested, including agreement to classify the UEFA Super Cup as being in the public interest. The amendments made to the wording of a few of the templates substantially affect the protection granted to UEFA.

The authorities plan to facilitate operations by reducing the administrative burden, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, intellectual property and commercial rights) is not fully covered by the guarantees provided.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be involved in providing safety, security and service has been submitted and proper guarantees have been signed off by the department of the executive office and the department of justice in Northern Ireland as well as the lord mayor of Belfast. It has not yet been confirmed that the cost of the police security provisions will be borne by the local authorities.

A valid stadium safety certificate has been provided, with confirmation of the safe capacity of the stadium and evacuation times below eight minutes.

Stadium

The National Football Stadium (gross capacity 18,579) has undergone several renovations (most recently in 2016). Another renovation has been planned for 2019. The venue is owned and operated by IFA Stadium Development Company Ltd. It hosts the home matches of the Northern Ireland national team and the Irish cup finals.

The stadium meets UEFA’s requirements in terms of capacity and accessibility, and offers easy access to and from adjacent parking areas.

In terms of spectator welfare, the stadium meets the requirements regarding the number and ratio of toilets, concessions (slightly low) and first-aid rooms.

The stadium offers sufficient space for staff offices, volunteer centre, accreditation centre and storage. The proposed staff bistro is rather small.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the teams’ and referees’ dressing rooms, the match delegate’s and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The number of skyboxes is low, there is no corporate hospitality facility inside the stadium and the Super Cup Club would have to be built outside the stadium.

The media and broadcasting requirements are partly met as the size of the broadcast compound, stadium media centre, press conference room, mixed zone and flash area are rather limited. The number of indoor TV studios is below UEFA’s requirements.

In terms of safety and security, the stadium has provided adequate evacuation plans. The control room is rather small to host the police, fire brigade, medical services and private security personnel. The number of turnstiles is low but still sufficient to allow all spectators to enter the stadium within one hour.
The ICT installations meet the requirements, also regarding mobile coverage. The technical requirements are also met for the grid and back-up power, additional power, floodlighting and giant screens.

**Mobility**

The capacity of Belfast International Airport is sufficient. In addition, George Best Belfast City Airport would be available for specific target groups.

There are night-flight restrictions at both airports, which the IFA has said it would endeavour to lift on match night.

The link between the airports and the city centre is provided by public buses. The stadium is located in the city and is accessible by foot, road and public transport.

**Accommodation and Training Facilities**

The accommodation plan for the UEFA key target groups proposed by the bidders is acceptable. The proposed hotel selection for the UEFA key target groups is appropriate. The overall number of bedrooms secured on match night meets the figures communicated by UEFA and the room rates are good.

The accommodation capacity within a 60km radius of the stadium in Belfast, taking into account the simultaneous events impacting accommodation and the future hotel openings, would allow the city to accommodate a reasonable number of fans, visitors as well as UEFA’s key target groups.

The level of involvement of the local authorities is satisfactory. Visit Belfast has guaranteed its best endeavours to ensure that hotel room rates are fair during the period of the UEFA Super Cup.

**City Activities and Event Promotion**

A fully coherent proposal with very good promotional plans, city dressing and a social media plan.

The bid information is well researched and very clearly tailored to a local fan base as well as fans travelling from elsewhere. There is a realistic estimation of proposed investment and costs for their ideas for hosting festivals, city dressing/advertising and a host city fan zone.

The celebration party venue proposed is iconic and has adequate space in keeping with UEFA’s requirements.

**Commercial Matters**

The IFA submitted a fairly good rights protection programme

UEFA is offered an adequate level of commercial inventory.

**Organisational and Financial Matters**

The IFA confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier proposes the creation of a local organising structure within the IFA (no separate legal entity), comprising of members of the IFA, with counterparts from the municipality, the stadium operator and state authorities (ministry of tourism).

The number of staff proposed is sufficient. Costs and availability per person are proposed, together with an organisation chart. The project leader will be a member of the IFA.

The IFA proposal for the host association fixed fee, stadium rent, basic services, set-up and security costs is slightly above UEFA’s budget target.
Portuguese Football Federation

City: Porto
Stadium: Estádio do Dragão
Gross stadium capacity: 50,035
Renovations planned: Roof plates – no completion date provided
Pitch perimeter ground – no completion date provided
Also bidding for: UEFA Champions League (Lisbon), UEFA Europa League (Porto)
Vision, Concept and Legacy

The Portuguese Football Federation (FPF) proposes to host an event that will contribute to the well-being of Portuguese families who see football as a perfect vehicle for a healthy lifestyle, especially for the younger generation. It is also an opportunity for the local population to engage with the UEFA Super Cup and to enjoy all associated events.

In hosting this event, the FPF wants to have a positive impact on Portugal and the city of Porto. The FPF’s presentation of its vision, concept and anticipated legacy meets expectations.

Social Responsibility and Sustainability

The FPF confirms a city-wide combi-ticket system of free public transport for match ticket-holders. There is no confirmation of a tobacco-free environment at the stadium. The proposed number of wheelchair-user seats is below expectations.

Overall the FPF proposal just about meets the social responsibility and sustainability criteria.

Legal Matters

The staging agreement, as well as the stadium, host city, and airport undertakings have been properly signed. The airport commitments are not in line with the UEFA Super Cup requirements, which may generate additional costs.

With regard to direct taxes for non-resident players and clubs, the authorities involved have provided all the requested confirmations.

The FPF has provided all guarantees and confirmations requested, including the agreement to classify the UEFA Super Cup as being in the public interest and the guarantee confirming that UEFA’s intellectual property rights would be protected. These documents were all signed by the country’s authorities at a very high level.

The authorities have agreed to facilitate operations by reducing the administrative burden where possible, for example regarding customs and visas.

The protection of UEFA’s rights (including ticketing, anti-doping, intellectual property and commercial rights) would be at a very high level.

Event Safety, Security and Service

A full list of the public and private stakeholders that would be involved in providing safety, security and service has been submitted and proper guarantees have been signed off by the prime minister.

A valid stadium safety certificate has also been provided, with confirmation of the safe capacity of the stadium and evacuation times which are below eight minutes.

The FPF have confirmed that policing inside and outside the stadium will be at no cost to the organisers.

Stadium

 Estádio do Dragão (gross capacity 50,035) was completed in 2003 and hosted UEFA EURO 2004 matches including the opening match and one semi-final. The stadium is owned by Futebol Clube do Porto and operated by Porto Estadio - Gestao e Exploracao de Equipamentos Desportivos SA.

The stadium meets UEFA’s requirements in terms of capacity and accessibility. There are limited bus parking areas in the vicinity.

In terms of spectator welfare, the stadium provides a good number and ratio of toilets and concessions per sector. The number of first-aid rooms are sufficient.

The FPF have confirmed that policing inside and outside the stadium will be at no cost to the organisers.

Stadium

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The stadium meets UEFA’s requirements in terms of capacity and accessibility. There are limited bus parking areas in the vicinity.

In terms of spectator welfare, the stadium provides a good number and ratio of toilets and concessions per sector. The number of first-aid rooms are sufficient.

The stadium offers sufficient space for organisational matters. The steward centre, volunteer centre and staff offices would be located on the stadium premises. The accreditation centre would be a temporary construction. It is not clear if the staff bistro is an existing or temporary facility that is located outside the stadium.

The natural grass pitch (105m x 68m) meets UEFA’s requirements, as do the size and quality of the team and referee dressing rooms, the match delegate and medical rooms and the doping control station.

The VIP stand and VIP hospitality are well located and separated from the public and other target groups. The VIP and sponsor hospitalities are adequate. The number of skyboxes is acceptable.

The existing broadcast compound is too small. An extension is planned on level 0 outside the stadium that meets the size requirements even if cabling may be difficult. The other media and broadcasting requirements are met in terms of the size and location of the mixed zone, flash area and indoor TV studios. The press conference room will be installed temporarily in an event room close to the technical area and the stadium media centre will be temporarily installed in the
stadium’s inner concourse on level 2. Both temporary set-ups are the same as for UEFA EURO 2004. The position and size of the camera platforms meet UEFA’s needs.

The sizes of the control room and steward centre meet the requirements. The number of turnstiles is sufficient to allow all spectators to enter the stadium within one hour. A high temporary fence would have to be installed to create the outer security perimeter.

The ICT installations partially meet the requirements. The mobile coverage is good.

The technical requirements for grid and back-up power and floodlighting are met. The additional power for inside hospitality areas, and the resolution for the giant screens are slightly below requirements.

**Mobility**

The capacity of Aeroporto Francisco Sá Carneiro is sufficient based on current estimates.

There are night-flight restrictions, which the FPF has said it would endeavour to lift on match night.

The stadium is not within walking distance from the city centre (6km). It can be accessed from two sides. A bus and metro line link the airport and the stadium/city centre. The number of buses would have to be increased to cope with demand.

The public transport network in Porto is well developed, and there are sufficient public transport hubs (tramway, train and bus) within walking distance of the stadium to ensure last-kilometre accessibility.

The parking capacity is low and would require temporary solutions.

**Accommodation and Training Facilities**

The accommodation plan for the UEFA key target groups proposed by the bidders is appropriate. The proposed hotel selection for the UEFA key target groups is slightly below the acceptable level. The overall number of bedrooms secured on match night meets the figures communicated by UEFA and the room rates are very attractive.

The accommodation capacity within a 60 km radius of the stadium in Porto, taking into account the simultaneous events impacting accommodation and the future hotel openings, would allow the city to accommodate a reasonable number of fans, visitors as well as UEFA’s key target groups.

The Portuguese government has guaranteed its best endeavours to ensure that hotel room rates are fair during the UEFA Super Cup.

**City Activities and Event Promotion**

The promotional plans, city dressing and social media plans are adequate.

The celebration party locations are high end, iconic and meet the requirements.

**Commercial Matters**

The FPF submitted a fairly good rights-protection programme.

UEFA is offered a good level of commercial inventory.

**Organisational and Financial Matters**

The FPF confirms that there are no legal or other constraints that would impact the fulfilment of the host association’s obligations.

The bid dossier does not confirm whether a separate legal entity will be created or not. It currently only proposes two main working bodies, comprising members of the FPF with counterparts from the municipality, the stadium and airport operators, and the police.

The number of staff proposed is relatively low. Each function has a clear task list. Costs per person were not provided. The events director of the FPF is proposed as project leader.

The FPF’s proposal for the host association fixed fee, stadium rent, basic services, set-up and security costs is within UEFA’s budget target.