

**WORLD
EQUESTRIAN
GAMES**

ITALIA 2022





[ROMA · VERONA]

2022



SUMMARY

1	• OVERALL VISION	9
2	• CANDIDATE DETAILS	14
3	• DISCIPLINES INCLUDED IN THE BID	16
4	• ORGANISING COMMITTEE STRUCTURE	20
5	• PROPOSED DATES AND DAILY COMPETITION SCHEDULE	25
6	• FEI WORLD CHAMPIONSHIPS ACCESSIBILITY	27
7	• BUDGET	32
8	• VENUE DETAILS	39
9	• VENUE LAYOUT / BLOCK PLANS	42
10	• PROPOSED FOOTING PROVIDERS, ADVISORS	46
11	• PROPOSED COURSE DESIGNER	47
12	• VETERINARIES AND FARRIER FACILITIES	48
13	• COMMERCIAL-SPONSORSHIP STRATEGY	56
14	• PROPOSED HOST BROADCASTER	61
15	• EVENT PRESENTATION	64
16	• SPECTATORS FACILITIES	70
17	• MEDIA / MARKETING / PROMOTIONAL PLANS	74
18	• LEGACY PLANS	82
19	• IMPORT / EXPORT OF HORSES	89
20	• VOLUNTEERS PROGRAMME	92
21	• CLIMATE	94
22	• TRANSPORT PLAN	96
23	• ACCOMMODATION PLAN	106
24	• VISA REQUIREMENTS	110
25	• INSTITUTIONAL SUPPORT	111
26	• FINAL REMARKS	119

rome is the city of echoes,
the city of illusions
AND THE CITY OF YEARNING



EXECUTIVE SUMMARY

We understand the many benefits that hosting the World Equestrian Games can provide to Italy, and particularly to Rome and Verona, ranging from sport to social, from environmental to financial ones.

But the true benefit to our country is beyond the economic impact.

Italy, with Roma and Verona, is deeply convinced that the unicity of this event, made of eight elegant, fascinating and exciting equestrian disciplines to be held in the same locations, must be preserved at all cost.

These two cities - both UNESCO World Heritage Sites - join forces to restore confidence in the WEG, with a fiscally and environmentally responsible project that will provide long-lasting benefits both to the host cities and to the equestrian movement.

With this great objective in mind, Roma Verona 2022 WEG understands that the spectacle of the Games must extend beyond the field of play, to the host cities themselves and its surroundings.

Our plan will expand from the three venues, which will include multiple sports facilities and three Games Villages with many sports showcasing opportunities, marketing partner activation projects and numerous dining and retail options, to incorporate the whole of the cities with innovative programmes for the athletes, the WEG family and the fans.

Stunning opening and closing ceremonies in the two best preserved Roman amphitheatres in Italy - the Coliseum in Rome and the Arena in Verona - two amazing Fan zones in the city centres and a world-class Cultural programme will help raise the potential audience worldwide.

Thanks also to an ambitious educational programme, Roma Verona 2022 will create many opportunities to engage with young people both in Italy and around the world, to become passionate for this sport and for horses, who truly take centre-stage in our unique event proposal.

Many other good reasons to choose Italy as a proud host of the 2022 WEG are summarised below:

1. WE COMPLETELY FULFIL FEI REQUIREMENTS

Our bid proposal is complete and straightforward, with a clear vision of benefitting both host cities and the FEI, by hosting all eight FEI WEC disciplines.

Italy is a country with good and strong relations around the world and can fully guarantee that 2022 WEG will be accessible to all teams having a right to participate. We wish to use the Games as a tool to celebrate and respect the union cultures, faiths and religions, for the long term benefit of society.

2. WE PROPOSE VENUES WITH WORLD-CLASS INFRASTRUCTURES AND TRADITION

Three are the venues selected to deliver excellent Games:

- **Elementa** is a brand-new venue born on the land that for years has hosted Tenuta Santa Barbara - a historic national equestrian center **located in Bracciano, Rome** - where the most prestigious competitions and a part of the 1998 WEGs took place. Thanks to a well-planned schedule of privately-funded investments, by June 2021 Elementa will become a multi-purpose Equestrian Center to host five disciplines (Jumping, Dressage, Para-Dressage, Vaulting and Reining).
- **The FISE Equestrian Centre Pratoni del Vivaro** is the home of Eventing and Driving in Italy. This historic venue - located between the municipalities of Rocca di Papa and Rocca Priora, near Rome, on an area of 145 hectares - had been built in 1960, to host the three-day-event competition of the Games of the XVII Olympiad and then renovated to maintain a high level of excellence in all equestrian disciplines, as witnessed by the 1998 edition of the WEG.
- **Isola della Scala, near Verona, is a synonym for Endurance in Italy.** It annually hosts the Italia Endurance Festival, where the best combinations from all over the world challenge one another.



The “Wow” effect of the Roma Verona 2022 WEG will be also ensured by an Opening Ceremony hosted in the Coliseum - the symbol of Rome and one of the most iconic venues in the world - and a Closing Ceremony in the stunning Arena of Verona - the largest and best-conserved Roman amphitheatre in northern Italy.

3. WE ARE BIDDING FOR ALL THE EIGHT WEG DISCIPLINES TO DELIVER BENEFITS BOTH TO THE FEI AND TO ITALY

As explained before, Roma and Verona join forces to restore confidence in the WEG to provide long-lasting benefits both to the host cities and to the equestrian movement. **Hosting the eight disciplines together will incredibly increase the visibility and attractiveness of the event**, and will be the basis to expand the number of equestrian sports fans and FISE members in Italy.

4. WE HAVE WELL-PROVED SKILLS AND EXPERIENCE IN HOSTING MAJOR EQUESTRIAN EVENTS

The leadership team proposed to manage the 2022 WEG is made up of experts with proven experience in all the fields required to deliver an excellent edition of the WEG (from event directors/venue managers to course designers, from veterinaries to farriers).

Our volunteer recruitment strategy, targeting people from across Italy, but particularly those living in the host regions, will enhance the existing Italian database of volunteers that will provide the ‘backbone’ of the WEG spectators welcoming services.

5. WE WILL ENSURE EASY PROCEDURES TO FACILITATE HORSE MOVEMENT

Roma Verona 2022 will appoint an Official International Shipping Agent in charge of organising and coordinating the smooth transfer of horses, their attendants and equipment, to and from the WEG venues. **Building on our primary goal - to guarantee the health and safety of the horses competing at the Roma Verona 2022 WEG - our concept of operations is based on the following pillars:**

- Transport operations will be carefully planned and managed to be as smooth and safe as possible;
- Dedicated and reserved areas will be available at the official ports of entry to receive the travelling horses and to ensure their comfort;
- The Organising Committee will bear the “last-mile” transportation costs for all horses eligible to be stabled on the venue;
- The OC can guarantee that Italy is listed as African Horse Sickness free member country of the OIE, which is recognised by the EU;
- Horses who are seropositive for Piroplasmosis, be allowed to compete in outdoor FOP.

6. WE HAVE A VERY CLEAR PLAN TO MAKE EQUESTRIAN SPORTS EXTRAORDINARILY GROW IN ITALY

Hosting the 2022 WEG in Rome and Verona is an opportunity to spread the passion for practicing equestrian sports among people, with a focus on the young population, and for presenting the sport as an activity that can positively affect many aspects of life.

The Italian Equestrian Federation is developing a plan to trigger a growth process that leads to increase its current 104,000 members to 125,000 by 2022 and this will continue in the following years. Three areas are the identified for improvement - Educational, Social, Events-organisation and these will be developed through multiple projects.



Rome, WEG 1998



7. WE CAN RELY UPON PASSIONATE FANS IN ITALY AND A GREAT POTENTIAL FOR ATTRACTING A MUCH GREATER AUDIENCE

Equestrian sports have a long history in Italy and our country significantly contributed to the equestrian movement. It is enough to mention, for example, Captain Federico Caprilli who revolutionised the jumping seat. His position, now called the “forward seat,” formed the modern-day technique used by all jumping riders today. FISE was founded in 1926 and since then everyone has worked hard to continue this great tradition, building on the large number of equestrian clubs operating in the whole country. These will certainly provide an important basis to ensure a successful edition of the WEG.

We also acknowledge that there is a significant latent potential for this sport and hosting the WEG will allow much of this potential to be capitalised upon. Importantly, in preparation of the WEG, FISE promises to stage a whole framework of world class events that will help foster enthusiasm among fans and raise awareness among a wider general audience.

8. WE WILL PUT WEG AT THE CENTRE OF THE ITALIAN SPORT OFFER

WEG will be an outstanding opportunity for the whole Italian sport system to celebrate one of the most elegant and popular disciplines. **No other major events will be hosted in the three selected venues and cities in the same period, thus maximising the potential attractiveness of the WEG.**

The city of Rome, being an attractive place for major events, will also host the Ryder Cup in September 2022. Under the strict supervision and prior approval of FEI, we will be in a position to look for potential synergies which will help optimise resources (such as for instance using the same venue in Rome for the Fan zone - Piazza del Popolo - with clear economic benefits

by sharing the same overlay and temporary facilities that could be set up and kept for an extra month, to host the WEG Fan Zone in October).

9. WE ARE CAREFULLY PLANNING A LONG-LASTING LEGACY PROGRAMME

The sustainability plan of the Roma Verona 2022 WEG is ambitious and based on the best current practice to manage major events in an environmentally responsible manner. **A proactive engagement strategy throughout the entire lifecycle will provide a comprehensive approach to deliver a sustainable event**, embedding the key values of environmental protection, social equity, social inclusion and economic growth of the local and national communities.



A Legacy & Sustainability Steering Group will help to coordinate and oversee the overall legacy and sustainability programmes for the WEG, involving all of the key stakeholders. This Group will revise and support the sustainability strategy and policies and will help to plan and supervise the key legacy programmes, with specific references to the educational, social, economic and tourism projects promoted by the various stakeholders.

10. WE WILL DELIVER STRONG SUPPORT FROM CORPORATE SPONSORS AND TV BROADCASTERS

Building on existing partnerships, Roma Verona 2022 will support the implementation of the commercial rights, by enabling access to premium locations and infrastructures, identifying opportunities to create compelling brand incorporation, as well as collaborating with all stakeholders to align brand guidelines and principles.

The uniqueness of historical sites in Roma and Verona, starting from the two selected venues for the opening and closing ceremonies, will set the scene for a spectacular event and deliver an iconic show for broadcasters, as seen never before in the WEG history.

11. WE GUARANTEE A STREAMLINED GOVERNANCE AND FINANCIAL VIABILITY

Italy is the third major economy of the Eurozone and second only to Germany in terms of industrial production in Europe, the 8th at world level and the 9th world largest surplus in current account balance. This provides a great potential to achieve the revenue targets set in our budget.

The Rome Verona 2022 bid phase is led by FISE, the Italian Equestrian Federation. If our proposal is

shortlisted, an Organising Committee (O.C.) will be set up, chaired by FISE and including the three selected venues in its governing body. The O.C. will represent the bid stakeholders throughout the bid process, sign the Draft Host Agreement and, if Rome and Verona will be given the honour of being selected to host the games, organise the WEG 2022.

In addition, **the viability of our project is ensured by the institutional support we gathered from the Italian Government and other regional and local authorities.** The strong partnership we developed with the venue owners and with Fiera Verona (an experienced and solid operator who has proven its capabilities by organising the annual exhibition of Fiera Cavalli) is another element of credibility for the Rome Verona 2022 bid.

12. WE BUILT OUR BID ON A SOLID BUSINESS PLAN

Our budget is the result of a very careful analysis of the potential private revenues coming from different sources (sponsors, ticketing, hospitality, merchandising), which have been estimated and confirmed by a major **international player like Nielsen.** An appreciable public contribution is also expected.

Thanks to an engaging partnership with the three venue owners and management teams, we have also developed a sound cost analysis, that can leverage on strong cooperation between the partners involved, that will help to keep costs under control (for instance by seconding a good part of the staff and providing support for delivering many services).

A 5% contingency will help mitigate possible shortfall risks.

13. WE ARE PROPOSING A REASONABLE AND RESPONSIBLE FINANCIAL OFFER TO THE FEI

The financial soundness and strength of the Italian Equestrian Federation is proved by the Italian contribution to the FEI (more than € 760,000 in 2018).

Our financial offer is composed by of following figures:

- **100,000 € allocated to the FEI competition fees;**
- **760,000 € allocated to the FEI Host fees;**
- **2,450,000 € allocated to Prize money/awards.**

We are envisaging an increase of 10% on the Prize Money, while we kindly ask FEI to consider a reduction of 10% on the FEI Host fees since the O.C. will bear the burden of the fees for all eight disciplines.



14. WE WILL PUT IN PLACE AN EFFECTIVE RISK ASSESSMENT AND MITIGATION STRATEGY

The Organising Committee, with the expertise of a team experienced in the management of operational risks which has also covered other significant global events in the past, will implement an operational risk assessment project. The risk assessment objective will be to:

- *introduce an overview of operational risks to the management of WEG 2022;*
- *assess the risks by identifying the potential economic and reputational impact level;*
- *identify the most appropriate integrated risk mitigation strategy, through the identification of action plans, and the adoption of well-defined Policies & Procedures and monitoring strategies on contracts with counterparties;*
- *develop a consistent crisis communication strategy, to manage potential reputational risks for the FEI, the FISE, the Organising Committee and the WEG itself.*

15. WE WILL BE A RESPONSIBLE ORGANISER OF THE WEG WITH A CLEAR SOCIAL AND ENVIRONMENTAL COMMITMENT

Roma Verona 2022 WEG will help to redefine how multi-sport events like the WEG can be delivered in a more sustainable way by exceeding the ISO-20121: Event Sustainability Management System. In this way, we will help the FEI to attract a wider audience of cities to bid in the future.

We will be generous hosts, whilst our philosophy of moderation and financial responsibility will deliver a WEG of which everyone - athletes, volunteers, delegations, spectators and FEI alike - can be proud.

Our commitment to the principles of gender equality, inclusion, and environmental protection will influence these WEG's culture and spirit. Our memorable Games will spread the spirit of Equestrian sport (tradition, elegance, performance, fair play, respect and care for horses) across the whole of Italy and hopefully of the world, through appropriate educational and social projects that will continue also after the Games.



“THE 2022 ROMA VERONA WORLD EQUESTRIAN GAMES”

TWO STUNNING, INSPIRATIONAL AND CREATIVE CITIES JOIN FORCES TO DELIVER MEMORABLE EQUESTRIAN GAMES: OUR PROPOSAL IS TO HOST ALL THE EIGHT EQUESTRIAN DISCIPLINES IN ITALY FOR A GLOBAL-SCALE CELEBRATION OF EQUESTRIAN SPORTS, THAT WILL ATTRACT VISITORS FROM ALL OVER THE WORLD.

ROME's tradition, beauty and unparalleled cultural heritage will deliver a forward looking Games concept, thanks to innovative venues that will showcase the history and heritage of sport, in a modern and inclusive way. With a decidedly cosmopolitan character, Rome can offer a mix of cultural attractions (art, architecture, music, theatre, museums, cinema and contemporary art) forming a unique offer for the benefit of locals and visitors alike.

THE TWO VENUES WILL BE THE KEY POINT OF THIS OFFER, ALLOWING THE ATHLETES AND THE HORSES TO TAKE CENTRE STAGE

“**Pratoni del Vivaro**”, with the Equestrian Centre “Ranieri di Campello”, which is hosting the second stage of the international FEI Eventing Nations Cup Series from 5th to 9th of June, is the home of Eventing and Driving.

In an ancient valley which was home to latin and Roman settlements, this venue has a long standing equestrian tradition, dating back to 1957, it has hosted world-class events such as the 1960 Olympic Games, the 1998 World Equestrian Games and many others.

“**Elementa**”, based in Bracciano, was born on the land that for years has hosted Tenuta Santa Barbara - an historic Italian national equestrian centre where the most prestigious competitions as well as 1998 WEG took place. Elementa does not want to be just an equestrian centre, but a lifestyle. Care and respect for horses at 360 degrees, from feeding to training, are the founding pillar of the project that aims to return to the primordial relationship between man and horse, a relationship based on mutual understanding and harmony. In fact, our focus is on nature and animal welfare.

VERONA is one of the culturally richest cities in Italy and Europe. Roman in origin, it hosts like Rome, the best conserved amphitheatre in Northern Italy. Immortalised by Shakespeare masterpieces like ‘Romeo and Juliet’, Verona is not only a UNESCO heritage site, but also one of the most dynamic cities in Europe with a strong and diverse economy, having strengths in arts, commerce, exhibitions, education, entertainment, healthcare, research, services, tourism and, of course, opera thanks to the famous Festival held every year in the Roman arena. It is also home of the world famous “Fieracavalli” which hosts the FEI World Cup Jumping Qualifier in November each year.

The wonderful location of “**Isola della Scala**”, which is a synonym for Endurance, will be the ideal location with a very much appreciated track, high quality structures and sense of hospitality. The venue is selected to host a prestigious world event like the Italia Endurance Festival, where the best combinations from all over the world challenge one another.

THE VISION OF CREATIVE, FORWARD-LOOKING AND EMBRACING WORLD EQUESTRIAN GAMES

Our vision is underpinned by five pillars that will deliver a range of benefits to the FEI as well as to the host cities, to the Regions of Lazio and Veneto and to Italy as a whole. These pillars will be guiding everything that we do and will ensure enduring legacies for many years to come. In particular, we wish to build on our strong environmental credentials: the WEG will help accelerate our commitments to achieve sustainable goals and develop innovative and sustainable solutions to shape lives of the future.

1 · TO DELIVER MEMORABLE WORLD EQUESTRIAN GAMES FOR ALL AND TO PUT THE ATHLETES AND THE HORSES CENTRE-STAGE

Our goal is to create long lasting memories for athletes, media, commercial partners, visitors, citizens and the whole of the WEG Family. Italy has hosted the WEG in 1998 and the passion and experience of our nation in hosting the event has been unanimously appreciated, also thanks to truly memorable moments.

Athletes, spectators and the entire WEG Family will experience Italy's passion and enjoy the cultural and social pleasures that draw millions of visitors to Rome and Verona each year.

The athletes - both riders and horses - in 2022 will take again centre-stage to become the true protagonists of the WEG, with inspiring performances and an excellent quality of stay.

Wellbeing of our heroes is a key point for our WEG's vision. From food & beverage to stable management, from transport concept to horse logistics, from the quality of sport surfaces to excellent post-competition opportunities: every single aspect of the Games will be carefully conceived, planned and delivered with professionalism and passion to enhance the athletes and horses' experience.

Our inspirational settings will encourage personal best performances, with images transmitted around the world, creating long-lasting memories. To this end, we will ensure a unique and integrated experience across sites, using technology to deliver an inspiring, celebratory and united Games-time atmosphere. Memorable moments will be also delivered with a stunning **Opening Ceremony at the Coliseum**: we will ensure that established WEG elements are given ample space (e.g. logo, flag) and that the athletes will be the true protagonists of the celebrations.

One of the aims of the WEG is certainly to catalyse a level of media attention in line with the scale and world scope of the event. Given the special nature of Rome as a Host City, we consider that it will be possible to set an ambitious target of creating an Opening Ceremony with high media impact which can attract the world's major TV networks and hence a global audience to this outstanding event.

For our closing celebrations, we are proposing the Arena of Verona. One of the largest and most well-conserved and spectacular Roman amphitheatres in Italy, this venue will allow all athletes to come together, to be welcomed as heroes, just like those, centuries before them were. Smooth and sustainable transport concept, based on the high-speed train connections between Rome

and Verona (2h 50' of travel time) will facilitate all stakeholders transport operations in a safe and enjoyable way.

In order to further strengthen the link between the WEG and the Host Cities, a full and comprehensive Cultural Programme will be set up starting from the weekend prior to the beginning of WEG. **These cultural and artistic events will attract a wide range of Italians and foreigners to make Rome and Verona an immense world stage**, where a visit to see the WEG will turn into an unforgettable experience for all, whether alone or in groups. These memorable moments will also be used to inspire future generations to engage with equestrian sports and use sport as a tool to deliver many wider benefits for our communities.



2 · TO CHAMPION SUSTAINABILITY POLICIES IN LINE WITH ITALY'S LONG-TERM SUSTAINABLE DEVELOPMENT PLANS

Our candidature is fully embedded within the long-term development plans of the venue owners, of the host cities and of Italy, from both infrastructural and social perspectives, and have the principles of sustainable development at heart.

We will adopt a carefully-planned and united approach to deliver sustainable Games that use equestrian sports as the catalyst for many economic, environmental and social benefits and contribute towards achievement of the UN Sustainable Development Goals. Our WEG will be underpinned by the core principles of transparency, environmental protection, inclusion and ethics, with total respect for Rome and Verona's historic environment.

This vision will include:

- *an overall Strategic Environmental Assessment for the Roma Verona 2022 WEG to ensure that environmental strategic considerations are taken on board when planning and developing the Games;*
- *the adoption of new sustainability standards and transparent best practice construction and operation processes;*
- *the calculation of the expected ktCO₂eq in order to adopt an appropriate strategy to offset the carbon footprint of the WEG;*
- *the adoption of the ISO 20121:2012 international standard (event sustainability management systems - requirements with guidance for use), in view of managing potential environmental, social and economic impacts in a coherent and integrated way;*
- *a clear legacy programme bringing all stakeholders together so that the positive impact of the Games is maximised with both tangible and intangible legacy, to deliver long-lasting benefits for local communities and for the equestrian sports in Italy;*
- *more sustainable transport connections. No new transport infrastructure is required and enhanced*

operations will provide quicker, more efficient journeys, and will promote the sustained use of public transport as a lifestyle choice;

- *more accessible, inclusive cities, including accessibility projects that not only provide improvements for those with disabilities, but for everyone - making it easier to get around and enjoy the cities;*
- *greater community engagement in sport, health and physical activity resulting in many health, social and community benefits, including an extended sports volunteer network that builds on the wealth of experience that exists across the host regions.*

3 · TO WIDEN THE AUDIENCE AND CAPTURE NEW POTENTIAL SPECTATORS

If given the honour of hosting the Games, Rome and Verona will deliver a festival atmosphere at Games-time.

On the one hand, we are confident that the iconic settings of Rome and Verona will be a powerful catalyst of interest for a wider audience beyond equestrian sports' fans, that in the past has not been directly involved in the WEG.

On the other, we will develop a compelling city engagement strategy, to make the citizens from the host and venue cities become actively involved in the WEG and to nurture interest for the equestrian sports and for the competitions.

This will be done through a range of activities, such as:

- *Providing and promoting a celebratory atmosphere for all visitors and citizens, inspired by our vision to unite people in sharing their Games-time experiences.*
- *Developing attractive venues where, thanks also to dedicated low-cost ticketing packages like Family Passes, many spectators will be encouraged to go and spend a whole day in contact with the unique atmosphere of the WEG and with the many attractions hosted (games villages, visiting paths, fan zones, etc.).*

- *Involving and communicating with citizens from all parts of the cities and districts, inviting them to shape and plan the celebratory events to be delivered in their communities.*
- *Maximising the use of Rome and Verona's heritage by using breath-taking locations that inspire and delight all visitors.*

Our City dressing programme will ensure that the venues, other key city locations and main transport routes are branded and dressed to the highest quality, to reflect this important moment in the city's history and maximise the broadcast and visual impact for worldwide TV and other media audiences. We will also use Live Sites to be located in the centre of Rome and Verona, to give non ticket holders the opportunity to enjoy and be united in celebration, with big screens in iconic locations such as Piazza del Popolo in Rome and Piazza Bra in Verona, creating memorable Games-time experiences.

4 · TO INCREASE THE NUMBER OF GRASSROOTS EQUESTRIAN ATHLETES IN ITALY THROUGH DEDICATED EDUCATIONAL AND PROMOTIONAL PROGRAMMES

The bid to host the WEG in Rome and Verona in 2022, is an opportunity to spread the passion for practice of equestrian sports among people, with a focus on the young population, presenting the sport as an activity that can positively affect many aspects of life. This will inspire new generations of talent and will in the long-term help to strengthen the fabric of society with more young people practicing sport.

The Italian Equestrian Federation goal is to trigger a growth process that leads to an increase of its members by 2022 and that will continue in the following years.

Three areas are the identified for improvement - Educational, Social, Events-organisation and these will be developed through multiple projects, within the schools and outside.

A · EDUCATIONAL

A · Comprehensive Educational programme will be delivered in all Italian schools to:

- prepare students and their families to welcome the WEG, promoting interest in equestrian sports and in particular in this event;
- encourage students attendance at the WEG, enjoying the festive atmosphere which will be created in each venue;
- stimulate interest and practice of equestrian sports among youngsters, through a number of projects which are more extensively described at Paragraph 15.4.

B · SOCIAL

The Italian Equestrian Federation wishes to pursue a project of social integration and inclusion through sports. For this reason the federation has signed an agreement with the non-profit Association “Sport Senza Frontiere onlus” - Sport Without Borders organization, which for its statutory purposes operates in favour of disadvantaged individuals, with particular attention to children in situations of psychological distress, social, economic, physical and family.

Sport is in fact a powerful vehicle of integration, inclusion, growth and affirmation of human rights.

The project achieves these goals through the organisation of free equestrian sports courses for disadvantaged children and teenagers, under the guidance of federal experts, psycho-pedagogical and intercultural mediators, with special training and educational programmes.

C · EVENTS ORGANISATION

During the journey to the 2022 WEG, multiple events will allow the Italian market to discover or improve the knowledge of the equestrian sports:

EVENT	DISCIPLINE	VENUE	DATE
European Championship for Children	Dressage	San Giovanni in Marignano	July 2019
FEI Dressage European Championship for Juniors	Dressage	San Giovanni in Marignano	July 2019
European Championship for Young Riders	Dressage	San Giovanni in Marignano	July 2019
European Championship U25	Dressage	San Giovanni in Marignano	July 2019
FEI Endurance World Championship for Young Horses	Endurance	Pisa, San Rossore	September 2019
FEI Endurance World Championship for Young Riders & Juniors	Endurance	Pisa, San Rossore	September 2019
CSI5* Global Championship Tour	Jumping	Rome, Foro Italico	September 2019
World Cup Qualifier Verona	Jumping	Verona	November 2019
CSIO 5* Piazza di Siena	Jumping	Rome	May 2020
World Endurance Chamionships	Endurance	Pisa, San Rossore	September 2020
CSI5* Global Championship Tour	Jumping	Rome, Foro Italico	September 2020
World Cup Qualifier Verona	Jumping	Verona	November 2020
CSIO 5* Piazza di Siena	Jumping	Rome	May 2021
CSI 5* Global Championship Tour	Jumping	Rome, Foro Italico	September 2021
World Cup Qualifier Verona	Jumping	Verona	November 2021
CSIO 5* Piazza di Siena	Jumping	Rome	May 2022
CSI5* Global Championship Tour	Jumping	Rome, Foro Italico	September 2022

All these events will foster enthusiasm, trigger interest for the WEG and attract a wider public towards our sport.



5 · TO HELP ENHANCE THE FEI BRAND AND CONTINUE THE TRADITION OF EXCELLENTLY ORGANISED WEG, GATHERING ALL DISCIPLINES INTO A SINGLE COUNTRY

Roma Verona 2022 WEG's ambition is to support the FEI and to continue the WEG tradition of having all the eight equestrian disciplines hosted into a single nation, thus providing a unique visitor's experience.

In line with the experience of other previous editions, we will contribute to re-shape what it means to host the WEG and reposition the Games in a modern society. Roma Verona 2022 WEG will help to redefine how multi-sport events like the WEG can be delivered in a more sustainable way by exceeding the ISO-20121: Event Sustainability Management System.

In this way, we will help FEI to attract a wider audience of cities to bid in the future.

Our commitment to the principles of gender equality, inclusion, and environmental protection will influence these WEG's culture and spirit. Our memorable Games will spread the spirit of Equestrian sport (tradition, elegance, performance, fair play, respect and care for horses) across the whole of Italy and hopefully of the world.

We will be generous hosts, whilst our philosophy of moderation and financial responsibility will deliver WEG of which everyone - athletes, volunteers, delegations, spectators and FEI alike - can be proud.

Roma Verona 2022 will also connect with and provide a source of inspiration and pride for all of the 4 million Italians living abroad, the 80 million people of Italian origin living around the world and the global audience who will be attracted by the WEG and be inspired by the power of equestrian sports.

2. CANDIDATE DETAILS

The Rome Verona 2022 bid phase is led by FISE, the Italian Equestrian Federation. If our proposal will be shortlisted, an Organising Committee (O.C.) will be set up, chaired by FISE and including the three selected venues in its governing body. The O.C. will represent the bid stakeholders throughout the bid process, sign the Draft Host Agreement and, if Rome and Verona will be given the honour of being selected to host the games, it will organise the WEG 2022.

FISE has already approved this governance framework with the resolution n.523 of May 6th 2019.

FISE is a national sports federation, considered an Association by the Italian Legal system, in accordance with Articles 14 and with the Civil Code, recognised by the Italian Olympic Committee and which receives funding through Sport e Salute S.p.A (a newly

established Government agency for sport promotion). It is a private law Association, recognised both for legal purposes and for sports purposes, and therefore has a legal personality. The shareholders of FISE are all the equestrian clubs associated or affiliated to the FISE itself. The Italian Equestrian Federation is a non-profit association, therefore it pursues social purposes of diffusion and promotion of sports. FISE is structured as follows:

- *The President, who has overall responsibility for the technical-athletic area and exercises the apical functions of programming, direction and control in order to pursue competitive results at national and international level. The President is the legal representative of FISE.*
- *The Secretary-General, who acts as administrator, and is responsible for the administrative management of FISE.*
- *The Federal Council is the body responsible for: verification of proper implementation of the technical-*

athletic programme; evaluation of the results achieved; surveillance in performances of the Federation

In case of inclusion of our proposal in the shortlist, the O.C. will be set up in accordance with the Articles 39 of the Italian Civil Code. It will be a private no-profit body, recognized for legal purposes, that will have a legal personality. It will be chaired by a president appointed by FISE and governed by an administrative body formed by the President and other four members: one appointed by FISE and one by each of the stakeholders. The O.C. will be provided with adequate funds to achieve its purposes.

The point of contact of our bid is:
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horses lend us
THE WINGS WE LACK

3. DISCIPLINES INCLUDED IN THE BID

3.1 A SINGLE HOST COUNTRY FOR ALL THE EQUESTRIAN DISCIPLINES

As stated in chapter 1, our vision is underpinned by our commitment **to celebrate the WEG tradition of having all the eight equestrian disciplines hosted into a single nation**, with a unique visitor's experience.

We strongly believe that proposing a single host for all disciplines will deliver many long-term benefits for the FEI, the equestrian sport movement worldwide and the host country.

BENEFITS FOR THE FEI AND THE EQUESTRIAN SPORT MOVEMENT

The Roma Verona 2022 World Equestrian Games will offer the FEI **a story of sustainability and legacy**, providing an opportunity to show the world that it is possible to host the Games in a fiscally-responsible, socially-sustainable and environmentally-friendly manner, thus revamping the appeal of the traditional WEG with all the disciplines hosted in the same country.

In our vision, the Games will enjoy **a new dimension of unrivalled impact, with a heightened cultural and social experience**, not only for athletes, but also for spectators and the whole equestrian sport movement. We are committed in allowing all the WEG stakeholders to enjoy the cultural and social pleasures that draw millions of visitors to Rome and Verona every year for a taste of Italian lifestyle.

This enhanced focus on inclusion - within an inspirational setting putting the athletes and the horses under the spotlight - will draw the best sport performances with images of personal achievements transmitted around the world, creating long lasting memories.

In addition, Rome's and Verona's potential to attract many spectators, through their cultural and tourism offer, will provide benefits to the equestrian sport movement, with **more people playing, watching and engaging with equestrian sports, from all over the world**.

Finally, **our proposal will deliver significant operational benefits to the National Federations** involved in the Games. Having all the disciplines hosted into one country will facilitate the logistics and transport operations of the teams, while allowing the athletes to live a unique and unforgettable shared experience.

BENEFITS FOR THE HOST COUNTRY

Roma Verona 2022 WEG aim to become a cornerstone in the history of the FEI. We want to demonstrate how the Games can be successfully organised, being perfectly adapted to the characteristics of host regions and cities, generating long-term transformative beneficial effects.

We believe in the WEG as a powerful catalyst for development. From a strategic point of view, the main benefits that will be delivered by hosting this well-recognised event are the following:

- **Strengthening the image of the Italy in the world**, thanks to the international reach and to the world-class sport and tourism destinations of Rome and Verona;
- **Promoting new development patterns based on sport industry** which, in Italy, has achieved a relevant economic dimension, with a total direct, indirect and induced impact equal to approximately 3% of the Italian GDP;
- **Enhancing social development programmes** to reach a wider number of citizens. One of the pillars

of this strategy will be the WEG 2022 educational programme. Gender equality, fair play, respect for diversity, enhancement of sport culture, pursuit of excellence and harmony, and a healthy lifestyle will be some of the key concepts to be developed with these programmes;

- *Increase the number of athletes licenced with the Italian Equestrian Federation in Italy. The target is to increase the members of the Federation from 104,000 of today to 125,000.*

In addition, hosting all the disciplines will enhance the economic viability of the WEG by multiplying the visibility of the Games' sponsors. The increased marketing value of the event will provide additional resources to the Organising Committee to be invested in delivering an exceptional experience for athletes, spectators, media, and the whole FEI family.

Rome, WEG 1998





3.2 GAMES CONCEPT

The Roma Verona 2022 WEG masterplan is based on our commitment to deliver memorable Games by selecting the best possible venues to host the 8 equestrian disciplines.

Our masterplan is comprised of **3 competition venues**, included in **2 clusters**, plus **2 non-competition venues** (the Opening and Closing Ceremony venues).

ROME CLUSTER

- **Pratoni del Vivaro** - *Eventing and Driving*

The FISE Equestrian Centre Pratoni del Vivaro is the home of Eventing and Driving in Italy. This historic venue – located between the municipalities of Rocca di Papa and Rocca Priora, near Rome, on an area of 145 hectares – was built in 1960, to host the three-day-event competition of the Games of the XVII Olympiad.

The most important names of both national and international equestrian disciplines have competed on its courses during the 47 years of activity, classifying

it among one of the top sport Centres when owned by the Italian Olympic Committee (CONI).

After the Rome Olympics in 1960, Pratoni hosted, among many, the WEG in 1998 for Eventing and Driving, the 1995 & 2007 European Eventing Championships, 5 European Junior and Young Riders Championships, 2 Alpine Cup Championships, 2 European Pony Championships, European Endurance Championships, a World Junior and Young Riders Championship for Endurance, a World Driving Singles Championship and many national Championships of all the disciplines.

The cross-country course started at Pratoni for the 1960 Rome Olympics and has regularly provided one of the most interesting tests in the world. It features the famous downhill “slide” fence, and runs on perfect going, thanks to the local volcanic soil, on the undulating terrain around the Federal Equestrian Center.

The Centre has been managed by FISE since 1961, when it was chosen as a training centre before the Tokyo Olympics, with the unforgettable collaboration of Marchese Fabio Mangilli. The venue is owned by

the City of Rocca di Papa (local municipality) which has defined a collaboration agreement with FISE in order to continue practising the tradition and development of equestrian sports.

Pratoni del Vivaro boasts some of the best competition and training facilities in the Italy including four sand arenas, two grass arenas plus the extensive area for cross country with two water complexes, over 200 stables on site and an indoor arena 20 X 60.

The soil, thanks to its volcanic origin, maintains a perfect elasticity in summer as well as in winter. Together with the gentle slopes of Roman hills it provides an ideal site for eventing.

It is considered one of the best in the world for cross country.

The exceptional going at Pratoni del Vivaro has been truly appreciated from many Eventing Champions including the phenomenal Michael Jung who was at Pratoni in 2018 competing and preparing his horses Fisher Rocana FST and La Biosthetique Sam for Badminton and Kentucky.

- **Elementa** - *Jumping, Dressage, Para-Dressage, Vaulting, Reining*

A brand-new venue born on the land that for years has hosted Tenuta Santa Barbara – a historic national equestrian center located in Bracciano – where **the most prestigious international equestrian events and competitions took place**: 1991-1997 Game Fair Italia, **1998 WEG**, 2018 Trec Seniores European Championships and 2018 Trec Young Riders World Championships.

- **Coliseum** - *Opening Ceremony*

We will “wow” the world with an Opening Ceremony hosted in the Coliseum: the symbol of Rome and one of the most iconic venues in the world. Opening the event in the largest amphitheatre ever built, dating back to 70-80 AD, will create significant global impact and will set the tone of a memorable edition of the World Equestrian Games.

VERONA CLUSTER

- **Isola della Scala** - *Endurance*

The venue is a synonym for Endurance in Italy. It annually hosts the Italia Endurance Festival, where the best combinations from all over the world challenge one another.

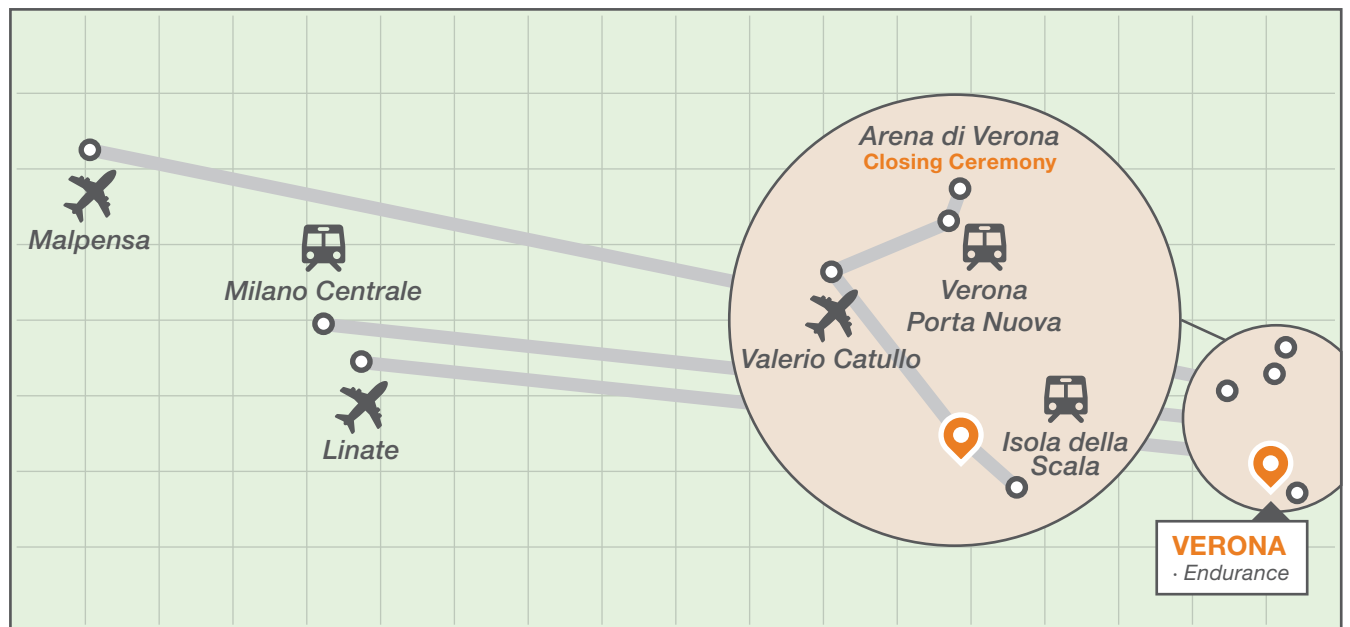
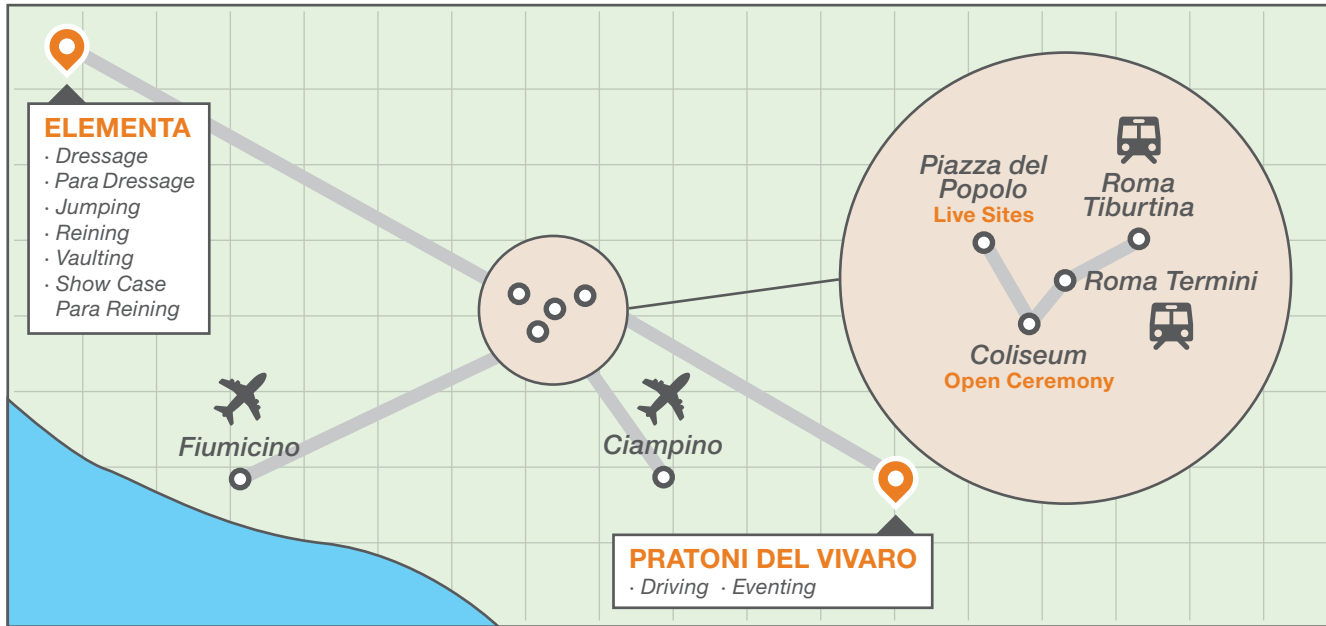
The tradition of the venue and the experience of the local organising committee in hosting this prestigious event has driven our choice to locate the Endurance discipline in this town near Verona.

- **Arena di Verona** - *Closing Ceremony*

In line with the concept of the Opening Ceremony, we have selected a UNESCO World Heritage Site to host the Closing Ceremony: the stunning Arena di Verona, which is the largest and best-conserved Roman amphitheatre in northern Italy, dating back to the I century A.D. This unique setting will give WEG athletes a once-in a-lifetime opportunity to be celebrated in such a spectacular venue.



3.3 GAMES MASTERPLAN



4. ORGANISING COMMITTEE STRUCTURE

4.1 ORGANISING COMMITTEE STRUCTURE

As already presented in chapter 2, if our proposal will be shortlisted by FEI in June 2019, an Organising Committee (O.C.) will be set up – in accordance with the Articles 39 of the Italian Civil Code – to represent

the bid stakeholders throughout the bid process, sign the Draft Host Agreement and, in case Rome and Verona will be given the honour of being selected to host the games, to organise the 2022 WEG.

The governance structure of the OC is represented below:

EXECUTIVE BOARD								
President (appointed by FISE) and four members (one appointed by FISE and one each by the other stakeholders)								
GENERAL MANAGEMENT								
CEO + STAFF FUNCTIONS (protocol, ext. relations, HR & Volunteer programme, planning & risk management, legacy management, sustainability & legacy)								
SPORT MANAGEMENT	OPERATIONS			COMMUNICATION & ENTERTAINMENT		MARKETING & SPONSORSHIP		ADMINISTRATION & FINANCE
SPORT	VENUE DESIGN & LAYOUTS	LOGISTICS	SITE MANAGEMENT	COMMUNICATION	ENTERTAINMENT	SPONSORSHIP	BUSINESS DEVELOPMENT	ADMINISTRATION & FINANCE
<ul style="list-style-type: none"> • Competition Management • Stable Management • Sanitary and Veterinary control • National Federation Desk • Doping control 	<ul style="list-style-type: none"> • Temporary facilities • Signage & Decoration • Sanitation & Waste Management 	<ul style="list-style-type: none"> • Catering • Transport • Accommodation • Spectators services • Arrivals & Departures 	<ul style="list-style-type: none"> • Security, Safety, Health • Accreditation • Technology • Broadcast services • Cities activities and Live sites • City Operations • Medical services • Event services • Energy & Technology 	<ul style="list-style-type: none"> • Promotion • Press Relations • Digital Publishing & Support materials 	<ul style="list-style-type: none"> • Ceremonies • Sport presentation • Shows • Medal Ceremonies • Educational and Cultural programmes 	<ul style="list-style-type: none"> • Public Sponsors • Private Sponsor • Marketing partners services 	<ul style="list-style-type: none"> • Ticketing • Exhibitors • Merchandising • Hospitality 	<ul style="list-style-type: none"> • Operational Finance • Procurement • Support Services • Legal • Volunteer Programme
AT VENUE LEVEL								
<ul style="list-style-type: none"> • Disciplines managers 	<ul style="list-style-type: none"> • Course designers • Venue accountants 	<ul style="list-style-type: none"> • Venue accountants 	<ul style="list-style-type: none"> • Venue management • Venue accountants 		<ul style="list-style-type: none"> • Venue accountants 	<ul style="list-style-type: none"> • Venue accountants 	<ul style="list-style-type: none"> • Venue accountants 	<ul style="list-style-type: none"> • Venue accountants

4.2 LEADERSHIP TEAM OF THE ROMA VERONA 2022 WEG

Please find below a brief description of the key people we will involve in the organisation of the Rome Verona 2022 WEG:

SPORTS MANAGEMENT

ELEMENTA

- **JUMPING:** [Frances Hesketh-Jones Triulzi](#)

FEI 4* Jumping judge and 3* Jumping Steward, FEI Honorary Jumping Steward and Course Director, these are some of the roles that Frances covers within the FEI. Frances has a vast experience through her many roles in competition management and organization.

She was Show Director of the CSIO5* Rome in 2013 and 2014. She has been nominated Chief Steward for Jumping for the 2020 Olympic Games in Tokyo. Among her many achievements she has been overall steward at the 2012 London Olympic Games and the 2010 & 2014 WEG.

In 2018 Frances was President of the Ground Jury in WEG in Tryon and in the Youth Olympic Games in Buenos Aires.

Her vast experience and knowledge of the Jumping international scene makes her an ideal candidate for the job.

- **VAULTING:** [Francesco Bortoletto](#)

Francesco has competed in the Italian Vaulting team and as an individual representing Italy at European and WEG level since 2011.

He is also a trainer as well as a longeur. Francesco has also been a member of the FISE Vaulting Committee. He is a member of an Organising Committee for Dressage and Jumping Competitions.

He is young and enthusiastic, since retiring at the end of last year he wishes to follow a career in sports and especially in the Vaulting Discipline.

- **DRESSAGE & PARA DRESSAGE:** [Cesare Croce](#)

President of the Italian Equestrian Federation from 1997 to 2008, Cesare has a vast experience in organising top FEI equestrian competitions. In 1998 he took on the organisation of the WEG when Ireland backed out with less than a year





to go and successfully organised Rome 1998. He has also organised the 2007 European Dressage Championships in La Mandria, and this year is Event Director of the European Dressage Championships for U25, Young Riders, Juniors and Children in Cattolica. His ability to organise events is second to none and his incredible know-how will be a guide for all those involved in the organisation.

- **REINING: Alessandro Meconi**

Alessandro is an FEI 3* Judge, an athlete and a trainer. He has been chairman of the FISE Reining Department since 2017. He is on the board of the Italian Reining Horse Association, responsible for relations with the Organising Committees.

Since 2008 he is organiser of the Internazionale Cavalli a Roma.

PRATONI DEL VIVARO

- **EVENTING AND DRIVING: Giuseppe Della Chiesa**

We will rely on the world renowned expertise and capabilities of Giuseppe Della Chiesa who will direct the sport operations and oversee the course designs at the venue. Giuseppe is a 3* FEI Eventing Technical Delegate and Course Designer, as well as being on the FEI Eventing list of Course. Among his many achievements he was Show director 1998 WEG for the site of Pratoni del Vivaro (Eventing in the Driving). He was FEI Technical advisor for the 2004 Athens Olympic Games, TD for the Beijing OG and Course Designer for the 2007 Senior European Eventing Championships and designed the 5* course in Badminton from 2014-2016.

VERONA

- **ENDURANCE: James Coppini**

Experienced athlete and professional equestrian sport competition management, James Coppini has directed some of the most important Endurance events held in Italy since 2010.

SUPPORTING COMMITTEES

Building on the experience of Normandy 2014, a number of Steering Groups will be set up, gathering different functions with key roles.

- **A 'Riders and Horses' Steering Group, with representation from national and international Federations, will help to inform and advise on the WEG plans. It will**

also include representation from coaches to ensure that these plans fully meet athletes' needs.

- **A City Operations Steering Group** will coordinate all the activities, services, operations and events that take place outside of the venues. This group will play a key role in terms of defining and understanding how the WEG interact with the day-to-day city operations of Rome, Verona and the other venue cities.
- **A Legacy & Sustainability Steering Group** will help to coordinate and oversee the overall legacy and sustainability programmes for the WEG, involving all of the key stakeholders. This Group will revise and support the sustainability strategy and policies and will help to plan and supervise the key legacy programmes, with specific references to the educational, social, economic and territorial projects promoted by the various stakeholders.
- **A Finance Steering Group**, whose mission will be to regularly monitor the budget over several years and report to the board of directors, as well as to

prepare any modifications to the budget which might be necessary.

- **A procurement Steering Group**, with the goal of discussing and approving all the procurement procedures, in order to optimise and speed up the procurement process, within the framework of the existing legislation.

HR ORGANISATION

The WEG's Organising Committee will devote great attention to Human Resources recruitment and development through the entire event's cycle, with the aim of optimising the less-than-3-years-time available.

It will be crucial to accelerate and develop all the main HR development phases in a quick and efficient manner:

- *planning and organising resources;*
- *recruiting and managing staff;*
- *HR development strategies;*

- *internal communication and training;*
- *trade-union relations.*

In this perspective, a major advantage of hosting the 2022 WEG in Roma and Verona lies in the existence of proven skills in the organisation of major equestrian events which are already available in each of the three selected venues.

Our HR planning will develop a "dual approach": on the one hand, we will select the staff to fill key roles and positions in the Organising Committee; on the other, venue teams will provide skilled personnel in operations and in other venue-related activities, to be coordinated by the overarching WEG Organising Committee.

This will facilitate all the transition phases which normally take place in major events from a centrally based into a venue-based organisation: all the personnel selected at venue level will be involved from the beginning in all the planning activities, thus ensuring coherence between what will be planned and what will have to be implemented at venue level during the WEG.



WEG-TIME VENUE ORGANISATION

During WEG-time, the centralised model on which the internal organisation of the departments is based will then be transformed into a Venue-based model, building on well-skilled teams already available at the different venues.

A Venue Manager at each location will be designated as soon as the WEG are assigned and will assume responsibility for managing the staff concerned.

The Local venue teams (LVT) will be responsible for the setting-up and management of each venue and collect all the information necessary for Venue planning and operations. Until full 'venueisation' takes place, the LVTs will essentially use planning personnel to plan and simulate Venue operations and define procedures.

Venue Managers will be supported both by local officials, with a clear post-WEG talent development programme in mind, and by professionals with a track record of working in other large-scale FEI events. The combination of local personnel without specific WEG experience and external personnel with experience gained in previous FEI events will be part of a clear strategy, in order to keep costs under control and to achieve consensus at local level.

RECRUITMENT PROCESS

The recruitment process will begin immediately after the assignment of the WEG, in December 2019, with extensive research and a general staffing plan. Once all the Organising Committee roles have been defined, we will provide details of the posts that need to be filled. The process of searching for suitable candidates will begin in earnest.

A key feature of this phase will be the database linked to the official Roma Verona 2022 WEG website: the "Work with us" section will regularly publish the list of all the vacant positions and collect applications: agreements with specialised websites (monster.com, infojobs.it) will help the recruitment.

In addition to the websites, the HR function will make use of other recruitment facilities (university job placement offices, temping agencies, technical consultants, government agencies issuing work permits, agreements with equestrian clubs) in order to ensure differentiated recruitment channels and flexibility in the types of contract.

Personnel will be assigned clear objectives in line with their professional profiles, with a view to the improvement and assessment of their performance on the job.

A major factor in this process will be the Test Events to be held starting from one year before the WEG, which will also provide an opportunity to test people with key roles at the various venues.

The recruitment process will also be attentive to develop and offer a solid retention plan, thanks to a system of benefits and bonuses, and to the adoption of strategies to keep staff motivation high and prevent staff dropout before the event.

The agreement to be promoted with the Trade Unions will be paving the way for smooth working relationships, with no major legal disputes and with clear agreements in terms of flexibility, no-strike periods and all the necessary support for foreigners coming to Italy to work for the Organising Committee.



5. PROPOSED DATES AND DAILY COMPETITION SCHEDULE

5.1 PROPOSED DATES AND MOTIVATION

When choosing the dates of the 2022 WEG, our commitment is to provide:

- the best possible conditions for athletes, horses, the WEG and all other spectators in Rome and Verona
- keeping alive the tradition of the WEG and giving the opportunity to all fans to enjoy more than one discipline and easily move from different venues.

For the above reasons, we have decided to concentrate all disciplines in 12 days of competition and host the WEG from Tuesday 11th October (date of the Opening Ceremony) to Sunday 23rd October (date of the closing ceremony).

tue	wed	thu	fri	sat	sun	mon	tue	wed	thu	fri	sat	sun	mon
11 oct	12 oct	13 oct	14 oct	15 oct	16 oct	17 oct	18 oct	19 oct	20 oct	21 oct	22 oct	23 oct	24 oct
-1	1	2	3	4	5	6	7	8	9	10	11	12	1

VENUE	DISCIPLINE	oc											cc	
BRACCIANO ROME	Reining													
	Paradressage													
	Dressage	HI	D	D	D		D							
	Vaulting	HI	V	V	V		V							
	Jumping													

ISOLA DELLA SCALA VERONA	Endurance													
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ROCCA DI PAPA ROME	Eventing		HI	E	E	E	E							
	Driving													

	Opening / Closing Ceremony
	Arrival Horses
	Horse Inspections
	Competition





The climatic conditions are normally very favourable for precipitation and temperature, as shown in the tables at chapter 22, thus mitigating the risk of possible postponement of competitions and at the same time ensuring appropriate conditions for horses to perform at their best with clear benefits for their wellbeing.

In addition, daylight hours in this period are approximately 11 hours which means ideal conditions to show off the Cities, the athletes and the Games to the world.

Finally, the schools will be in full activity, which will allow us to engage students of all ages (from primary to high schools) in the educational programmes with various activities, including dedicated ticketing programmes to attend the competition and experience the unique atmosphere of the WEG first hand.

As explained in chapter 20, there will be excellent opportunities to promote volunteerism and promotional activities to schools and Universities, building on specific agreements that will recognise this volunteering experience as part of curricular activities.

5.2 NON FEI WORLD CHAMPIONSHIPS COMPETITIONS OR EVENTS PROPOSED TO BE HOSTED AT THE VENUE AT THE SAME TIME

No other major events or competitions are to be hosted in the venues in the same period, thus maximising the interest of the local and international audience for the WEG.

We are considering the possibility of including Para Reining events, further developing the project already presented in 2018 to the EEF – European Equestrian Federation – by FISE.

6. FEI WORLD CHAMPIONSHIPS ACCESSIBILITY

We confirm that the Roma Verona 2022 WEG will be fully accessible to all right-holders (athletes, horses, support personnel) who will have a right to participate, regardless of race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status.

An efficient accreditation system will smooth and facilitate the work of all stakeholders and participants by providing the levels of access needed for their various roles.

All matters relating to WEG accreditation cards, including accreditation categories and related privileges, as well as the terms for issuance and revocation, are at the sole discretion of FEI, in partnership with Organising Committee, who will cooperate to optimise the number of accredited people and adjust their entitlements to the needs of the Games.

6.1 NF SERVICES

With the involvement of the Italian Equestrian Federation in the WEG 2019 organisation, and the NF's experience in the participation of past World Equestrian Games, the OC will endeavour to ensure that "lessons learnt" are built on to provide all NFs with the best Games experience possible. Communication and sharing of information from the outset will allow NFs to concentrate and live the competition preparation and performance of their athletes and teams.

The OC wish to provide a number of excellent services by engaging well known established professionals who will give the NFs and the FEI absolute faith "more than a name – a guarantee".

With this in mind the OC is in contact with:

- Peden Bloodstock, Leaders in International Horse



Transportation and logistics and official International Shipping Agents for numerous Olympic and WEG Games as:

- International Shipping Agents.
- Stable Management.
- Hippobase – Event Management Organisation for accreditation.

ASSISTANCE

With reference to past editions, one of the first key responsibilities for the Organising Committee will be

to set up a direct contact between the NFs and the Organising Committee. This person, together with the necessary personnel assistance, will build up a strong bond with Chef de Missions and NFs to ensure delivery of information and assistance on their road to planning, preparing and participating in the 2022 Games.

A number of workshops and Chef de Mission meetings will be held during the build-up to the Games.

Simplistic and user-friendly IT platforms will be set up for NFs for accommodation, transportation, horse and accreditation details and purchases.

These platforms will interact and share any necessary information for the competition and NF services for all athletes and accredited persons.

ACCREDITATION

Hippobase is a renowned event management organisation which has offered an accreditation service of the last five editions of the WEG and many FEI Championships.

The OC is in contact with Managing Director Andreas Steidle regarding engagement of the system if the FEI award the 2022 Games to Italy.

The benefits and advantages of engaging Hippobase would be to:

- provide a Database system equal to none;
- give maximum confidence to NFs and the FEI who have worked successfully with the system in the past;
- guarantee the sharing of the database for the official Longines timekeepers and scoring;
- provide easy database exchange for services such as:
 - transportation;
 - stable Management;
 - movement of Horses;
 - catering.
- Ensure the security of the restricted venue areas, and in particular the stable area.
- Ensure that the NFs and all dedicated personnel will be given accelerated and facilitated access where necessary (venue entry, catering, ecc.).

ACCOMMODATION & LOUNGES

TEAM ACCOMMODATION

See chapter 23.2

ONSITE ACCOMMODATION

Lorry Park

In contrast to the last two WEG, due to insufficient lorry parking areas and the intercontinental movement of horses, the OC will set up a lorry park for each of the three venues. This will allow athletes and grooms to sleep in their lorries, this will be close to the stable compound. Water and electricity will be provided.

For this provision and in these sustainable Games both OC and NFs will have the opportunity for economic savings.

The OC will provide the necessary sanitary facilities required for this provision.

To facilitate those who will be living on site, the OC will endeavour to provide:

- a self-service laundrette;
- Wifi services for the area;
- a mini-market;
- 24 hour satellite catering & beverage area;
- a lounge area.

Traditionally Drivers will create a camping area and the OC will help them to create this zone by setting up a general “get together” area for entertainment and gastronomic specialities (barbeques etc.).

NF Area

In this area the NFs will have the possibility of setting up a small NF camp.

Container storage

There will be container storage for NF equipment.

Grooms Village

The grooms who are not sleeping in the lorry park will be provided with onsite portable lodgings near to the stable compound.

The OC is considering portable accommodation, each for 2 persons with incorporated sanitary facilities.

The facilities mentioned under the Lorry Park section will of course be available for all grooms.





STABLE MANAGEMENT

The OC are in talks with Peden Bloodstock in order to provide venue logistics specialists who can provide a specialist service at WEG by supporting the three local venue logistics teams.

Peden Bloodstock would work with the OC concerning the layout and practical logistics issues relating to back of house venue operations (specifically in the stabling and unloading areas).

This would include the stable management and in particular:

- establishment of stabling requirements;
- establishment of venue/stable layout;
- provision of stable plans;
- provision of tack rooms;
- fodder and hay storage facilities;
- the logistics of running the stables.

TRANSPORTATION (OUTLINE)

The OC will provide rental vehicles for each Chef de Mission and all competing teams. These will consist of cars and vans depending on the size of the discipline teams. The vehicles will be picked up and returned directly to the airports.

The teams will be provided with a full fuel tank, any other fuel expenses will be at the cost of NFs. Those NFs or athletes who do not wish to drive will be assisted with a volunteer driver who will be able to give assistance during normal competitions times.

SHUTTLE SERVICE

A shuttle service will be provided for accredited persons who are at the expense of the OC, but do not have access to a hire car (eg. grooms, athletes or team

officials not arriving together with their team) from the main airports and train stations to the show ground or the official team hotels.

CATERING: ATHLETES, TEAM OFFICIALS: CHEFS DE MISSION, CHEFS D'EQUIPE, VETERINARIANS AND GROOMS

Our policy of putting the athletes centre-stage will also build on excellent catering services with highly nutritional and sanitary quality.

Refreshments will be provided to athletes, team officials and the other accredited categories in the athletes lounges. Food and beverage at the venues will be available both during training and at least three hours prior to start and one hour following the end of the competitions.

Such services will include both hot meals and a variety of other food (soup, yogurt, milk, fresh fruits, energy bars, sweet and salty snacks, etc.) on a reasonable rotation.

There will be two main catering locations– a main location and a satellite, 24 hour location near the stable/lorry park compounds.

The OC will ensure that a limited catering service will be set up and running from the moment that the first horses arrive on site.

All other NF members with meals covered by the OC will have access to catering free of charge from 1 day before the discipline's Horse inspection to 1 day after the end of the discipline's competition.

Additional meal access for outside of these periods (including from stables opening) and for additional staff will be available at NF cost.

Breakfast will be provided for the athletes in their hotels. Aware of the competition times and stress factor for some of the discipline athletes the OC are

studying and endeavouring to enable the athletes to eat their evening meal in their hotel.

The OC has to look into the cost effectiveness of this approach but feels that it their duty to try and find a viable solution.

Grooms will be provided with breakfast, lunch and dinner on site.

Grab & Go options will be available.

Food will be available at the start area of each Endurance, Cross-Country and Marathon on those competition days.

FITNESS

During WEG, with the extensive competition schedule and back of house duties, it is difficult for our athletes and our staff to find time to wind down and keep up their home fitness schedule. With little possibility of returning to the hotels during the day, we would like to provide an area for athletes, NF and FEI staff to work out on site.

Awareness for our human athletes to be just as toned and fit to compete as our equine athletes is paramount. The fitness area will be run by a team professional physiotherapists and staff, and will include the basic fitness training machines, as well as scheduled Pilates lessons for all to enjoy.





if I have seen further,
it is by standing on the
SHOULDERS OF GIANTS

7. BUDGET

7.1 CAPEX BUDGET

No major works are needed to host the 2022 WEG in Pratoni del Vivaro and Isola della Scala.

Regarding Elementa, a privately-funded investment plan is ongoing to implement the venue.

A **€ 20 million** investment has been scheduled by the venue owner according to the following milestones:

- Issue of the building permits and start of the construction works -> January 2020;
- Outdoor arenas completed -> June 2020;
- Indoor arenas and other facilities completed -> September 2021.

7.2 OPEX BUDGET

A high-level budget has been defined by FISE with the collaboration of the three selected venues.

The main results of the process are described by the following table:

BUDGET	INCOME	COSTS
Public/Regional/Local/National Sport Institutions funding	€ 3,500,000	
Ticketing	€ 6,000,000	
Sponsorship	€ 5,200,000	
Hospitality/catering	€ 1,500,000	
Entry fees/other NF income (eg horse feed, bedding, vet supplies etc)	€ 985,000	
Trade show/retail village	€ 800,000	
Merchandising/licensing	€ 1,200,000	
Lodging/accommodation	€ 150,000	
Private Investors (Venue Owners/supporters)	€ 1,200,000	
FISE Investment	€ 700,000	
Longines Contribution	€ 1,960,000	
Opening/Closing Ceremonies Sponsor (Coliseum / Verona Arena)	€ 1,800,000	
Other Income	€ 100,000	
TOTAL INCOME	€ 25,095,000	

VENUE		
Site/venue rental (Endurance)		€ 38,560
Temporary infrastructure/overlay		€ 1,725,000
Field of play/training area footing construction/maintenance		€ 705,000
Course costs (eventing cross country, driving marathon, endurance etc)		€ 205,000
Landscaping		€ 50,000
Utilities (power, water etc)		€ 350,000
Technology/communications infrastructure		€ 600,000
Maintenance		€ 357,500
Venue dressing/look/signage		€ 250,000
Other Venue		
TOTAL VENUE		€ 4,281,060
OPERATIONS		
Accommodation		€ 1,140,000
Accreditation (Hyppobase)		€ 80,000
Catering		€ 1,789,000
Technology (not inc Results/Scoring/Timing - see below)		€ 370,000
Host broadcast production		€ 1,250,000
Security		€ 500,000
Communications		€ 100,000
Transport/traffic control/car parking		€ 400,000
Medical services		€ 160,000
Cleaning & waste management		€ 218,000
General contractor/consultant costs (Operations)		€ 400,000
General equipment (see below for Sport Equipment)		€ 200,000
Open/Closing Ceremonies		€ 1,150,000
Entertainment, functions etc		€ 210,000
Other Operations		€ 150,000
TOTAL OPERATIONS		€ 8,117,000

SPORT COMPETITION		
Sport competition administration		€ 200,000
FEI competition fees (calendar fee, organising dues)		€ 100,000
Prize money/awards		€ 2,450,000
Sport equipment		€ 150,000
Officials (per diems, travel, uniforms etc)		€ 500,000
Horse import/export, transport and logistics (Peden)		€ 100,000
Vet services		€ 100,000
Stables services, equipment & supplies		€ 250,000
Results/Scoring/Timing services		€ 100,000
Sports presentation (announcers, production, audio/visual etc)		€ 75,000
NF/Athlete services		€ 100,000
Anti-doping (athlete)		€ 5,000
Anti-doping (equine)		€ 15,000
Test events		€ 500,000
Other Sport Competition		
TOTAL SPORT COMPETITION		€ 4,645,000
GENERAL & ADMIN		
Salaries		€ 2,600,000
Consultancy		€ 520,000
Occupancy		€ 200,000
Office/administrative expenses/supplies		€ 100,000
Office/administrative IT		€ 100,000
Publications		€ 30,000
Volunteer programme (recruitment, portal, uniforms etc)		€ 300,000
Insurance		€ 50,000
Legal		€ 300,000
Other General & Admin		€ 20,000
TOTAL GENERAL & ADMIN		€ 4,220,000

COMMERCIAL		
Sponsorship		€ 180,000
Ticketing		€ 45,000
Trade show/retail village		€ 150,000
Merchandising		€ 100,000
Hospitality		€ 100,000
Other Commercial		€ 30,000
TOTAL COMMERCIAL		€ 605,000
MARKETING & COMMUNICATIONS		
Marketing, promotion & advertising		€ 450,000
Media & press relations		€ 175,000
Digital (web, social media etc)		€ 100,000
Community relations		€ 50,000
Other Marketing & Communications		€ 50,000
TOTAL MARKETING & COMMUNICATIONS		€ 825,000
OTHER COSTS		
FEI Host Fee		€ 760,000
Misc (inc misc, tax, non-deductable VAT, financing costs, legacy etc)		€ 250,000
Contingency		€ 1,200,000
TOTAL		€ 2,210,000
TOTAL	€ 25,095,000	€ 24,903,060
NET GAIN:		€ 191,940

We are aware that this budget cannot be considered fully bottom-up, given the short time period for its preparation. For this reason, we have considered a contingency of 5% of the costs to cover a potential shortfall.

7.3 THE OPERATIONAL RISK ASSESSMENT PROJECT FOR THE WEG 2022

The Organising Committee, with the expertise of a team experienced in the management of operational risks which has covered significant global events in the past, will support an operational risk assessment project.

The project objective will be to:

- Introduce an **overview of operational risks** to the management of **WEG 2022** with particular reference to those transferred to the Insurance Market.
- Assess the risks by identifying the **potential economic and reputational impact level** (qualitative assessment) for the Organising Committee, in order to identify priorities for action plans.
- Based on the overall vision and priorities emerged, identify the most appropriate integrated risk **mitigation strategy** through the identification of **action plans**, and the adoption of well-defined Policies & Procedures and monitoring strategies on Contracts with counterparties.

The project will include three stages of the entire event lifecycle:

- **Pre – WEG scope**, which includes the event and set-up planning stages;
- **Operating scope (operations)**, which includes the staging of the WEG, realised through required operational processes;
- **Post – WEG scope**, which includes all activities necessary for organization management once the event is concluded, such as the dismantling of structures and temporary positions.

The **Operative Phases** that will comprise the operational risk Assessment Project are represented below:

1. **Risk Mapping** – which undertakes the list of processes and operational risk related to them, with particular attention to those transferable to the insurance market;

2. **Risk Evaluation** – in which to examine the identified risk, assessing the residual risk exposure based on the current insurance mitigation activities;
3. **Risk Strategy** – which identifies a set of mainly important strategy related to insurance in place



PHASE 1 - RISK MAPPING

In this phase the macro-processes of the value chain will be listed, specifying all sub-processes (*Process Mapping*) and identifying all risks that may result an economic burden for the Organising Committee in future (Risk Mapping).

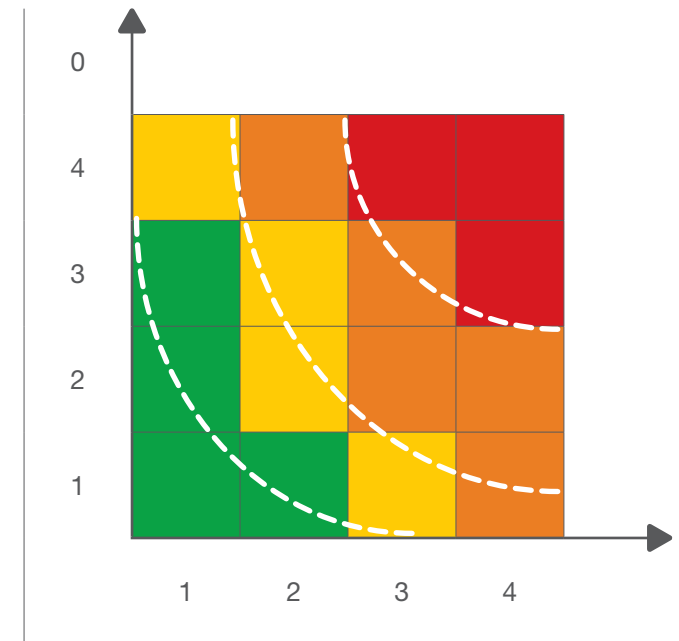
The risk analysis will be based on the evaluation of two elements:

- **P - Probability** = estimate the probability of occurrence of operational risk identified (qualitative scale); the scale assessment adopted is based on four quality levels, indeed the probability of remote occurrence, medium - low, medium - high, high.
- **S – Severity** = estimate the potential severity of the consequences related to risky events (qualitative scale of 4 levels).

These two indexes define the **RPN (Risk Priority Number)** that is the index that measures the inherent risk in the process.

The risks characterized by high values of RPN will be given priority based on following consideration:

- **volume of underlying activities** – risks never occurred but can potentially happen based on current operational processes and/or insurance operational/contract mitigation; these risks have much more chance of happening, the higher the frequency of the actions that can generate such risks;
- **potential significant consequences** – risks that could lead to high severity in economic and/or image terms for the company, even if it never occurred.



The assessment made will therefore allow to obtain a vision of the theoretical level of risk to which the organising committee is potentially exposed, without even considering risk mitigation strategies in place (which can only be evaluated in the next phase of the Risk Evaluation).

Below, for example, some of the main risks assumed for the **2022 WEG**, with regard to the same nature, and experience for similar events:

- **Cancellation/Postponement/Interruption** - it includes all events are included that could impact on the events realization in terms of Cancellation, Postponement, Interruption or delay.
- **Construction** - This classification includes events included that may cause unexpected losses/costs from less serious cases, up to collapse / subsidence of structures (provisional or final) in the worst case, with potential damage to people / things.
- **Damage to viewers (injuries)** - The large number of visitors at such events can give rise to risks of

personal injury, damage to property or viewers. It is extremely important to perform an accurate analysis of the sources/causes of the risk to identify possible prevention solutions, and above all the protections insurance.

- **Terrorist acts/Vandalism/Demonstration** - Major events are naturally exposed to a significant risk associated with the possibility of having vandalism, demonstration or even terrorist attack by external parties. The realization of such an eventuality is often a source of considerable economic damage, which must be managed properly.
- **Relations with sponsors, relations with media, partner** - Given the complex network of partnerships

and sponsorships that will be necessary for the 2022 WEG, there is the possibility of disputes with an impact on the contractual relationships.

- **Environmental** - It is possible that in the Construction phase, or in the post-event dismantling, violation of law disposition might lead to environmental damage, and that may determine the liability for damages to the state.
- **Ticketing** - There is a Ticketing risk, or the possibility that problems arise in the process of issuing / selling tickets to the public, caused by the failure or malfunction of computer systems or even from fraudulent actions / cyber-attacks put in place by external parties.



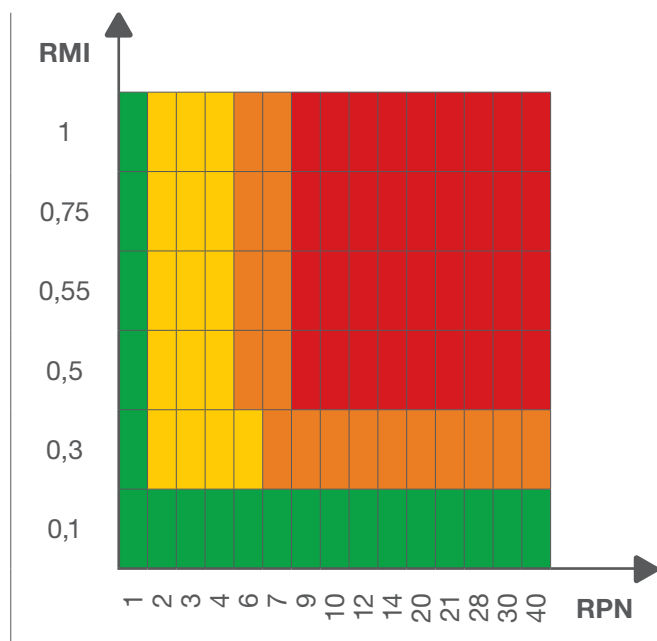
PHASE 2 - RISK EVALUATION

This phase will deal with the analysis of risks impact based on the scope of the Organising Committee activities (Financial, Operational, Contractual and Reputational).

The risk impact analysis of the WEG will be based on the evaluation of three elements:

- **intrinsic risk of the process** – measured by the RPN index (Risk Priority Number);
- **factors of mitigation** – Measured by the RMI index (Risk Management Index).

The **RPN and RMI joint evaluation** for the inherent risk in the critical high (RPN), will provide a measure of the risk status as it includes information about the criticality of risk (understood as the product of probability and impact) and activates the quality of risk management activities.



In particular the risk evaluation will focus on:

- the effectiveness of **organizational solutions/ procedures** for the purposes of suitable prevention /risk control;
- the main **supply/procurement contracts** (selected sample on the most critical processes) to analyse the adequacy of risk transfer contract terms, with particular reference to those of insurance;
- the actual degree of **functional coverage** (“effectiveness”) of the outstanding **insurance plan**, through timely analysis of the insurance contracts terms made by the Company;

The so-called **residual risks** - for which it is necessary to define an appropriate Risk Mitigation strategy – will be then identified.

PHASE 3 - RISK STRATEGY

The results of the Risk Evaluation phase are used to define the correct action strategy. Based on the main evidence found, the risk strategy will focus on three areas:

- **Insurance Mitigation Strategy** to establish those categories of risks that can be avoided through appropriate insurance policies.
- **Operational Risk Strategy**, which will lead to define appropriate Policies & Procedures to put in place for risk management.
- **Contract Risk Strategy** in order to provide an action guidance for the risk control/transfer.

In particular, we will proceed to the definition of the actions needed in terms of insurance through the evaluation of the transferability of the risk (cost / benefit).



8. VENUE DETAILS

8.1 ELEMENTA - BRACCIANO

The footing of the Jumping and Dressage main arena will be completed by December 2019 and ready for testing by spring 2020.

Thanks to a detailed planned schedule of privately-funded interventions, by September 2021 Elementa will become a multi-purpose Equestrian Center comprising of:

- 6 indoor arenas (2 for Reining; 2 for Vaulting/Jumping; 2 for Dressage)
- 3 outdoor arenas
- a polo field
- 2 horse walkers
- 150 boxes
- 1 veterinary clinic
- accommodation facilities for 200 people

Other permanent venue facilities will include a 3 Club Houses, 3 restaurants, a winter Garden, 22 chalets and a SPA.

The following is a description of the Field of Play, and Training Areas which will be available for the participating teams.

DRESSAGE

- Field of Play – arena 100 x 80 m, sand footing
- Spectator Capacity – ca. 10,000
- Final Holding Area – 25x20
- Final Warm-Up – 70x 35, sand footing as for FoP
- Training Facilities –
 - 1 sand arena 60x120
 - 1 sand arena 35x70
 - Several lunging sand arenas

PARA DRESSAGE

- Field of Play – indoor arena 40x80, sand footing
- Spectator Capacity – ca. 2,500
- Final Warm-Up – 70m x 30m, sand footing
- Training Facilities –
 - 1 sand arena 30x70
 - Several lunging sand arenas
- There will be wheelchair accessibility to all facilities

JUMPING

- Field of Play – 100 x 80, sand footing
- Spectator Capacity – ca. 10,000
- Final Holding Area – 25x20
- Final Warm-Up – 70 x 35, same footing as FoP
- Training Facilities –
 - 1 sand arena 60m x 120
 - 1 sand arena 35x75
 - Several lunging sand arenas

REINING

- Field of Play – indoor arena 80m x 40m, sand reining footing
- Spectator Capacity – ca. 2,500
- Final Warm-Up – min. 80m x 40m, same footing FoP
- Training Facilities –
 - 1 sand arena 60 x 30
 - several lunging sand arenas

VAULTING

- Field of Play – 40x80 sand footing
- Spectator Capacity – ca. 2,500
- Final Warm-Up – 30 x 70, same footing FoP
- Training Facilities –
 - 30x70 sand arena
 - several lunging sand arenas



8.2 PRATONI DEL VIVARO

The Centre has an indoor school (20x60 metres), four arenas (sand 80x90 and 40x75 metres and grass 80x110 and 85x100), two dressage arenas (sand both 40x80 metres), a lunging area, a jumping lane, a horse-walker, a swimming pool for horses, a steeple-chase track, a sand track of 1,300 metres, and up-hill sand track of 1,150 metres and two cross country areas.

The main stables are divided in blocks, each bearing the name of places where past Olympics have been organised: Munich, Montreal, Rome, Tokyo, Los Angeles, Mexico.

In addition, the Centre has 240 boxes for the different competitions organised during the year.

The following is a description of the Field of Play, and Training Areas which will be available for the participating teams.



DRIVING

- Dressage & Cones Field of Play
 - Field of Play 120m x 70m (Dressage & Cones Test) on compacted sand footing or on Grass
 - Spectator Capacity – ca. 3,000
 - Final Holding Area near to the FoP entrance
 - Final Warm-Up Arena – 120m x 60m on same footing as the FoP
- Marathon Field of Play
 - The Marathon course will be held on volcanic soil on a predominantly grass footing, undulated countryside
 - Final Warm-Up – near to the start of Section A
 - Training Facilities
 - two separate areas 100m x 40m
 - area for lunging, all training facilities will be on grass or compacted sand footing

EVENTING

- Dressage Field of Play, Warm-Up and Training facilities as for Dressage except:
 - Field of Play - 120x70 sand
 - Final Warm-Up – 80x40 sand
 - Spectator Capacity – ca. 3,000
 - Training Facilities – 4 Dressage Arenas (sand 80x90 and 40x75)
- Cross Country Field of Play
 - Cross country course volcanic soil, grass footing, undulating countryside
 - Spectator Capacity – min. 25,000
 - Final Warm-Up – a suitable area will be available for cross country warm up with grass footing
 - Training Facilities
 - Large cross country training area on grass
 - 800m grass gallop track
- Jumping Field of Play:
 - Field of Play 80x110 grass footing
 - Training Facilities –
 - One training arena (85x100)

- Spectator Capacity – ca. 5,000
- Further Training Facilities – lunging sand arenas

8.3 ISOLA DELLA SCALA -VERONA

Isola della Scala is a temporary venue, surrounded by the famous rice paddies, and therefore has no permanent structures apart from the beautiful wooden complex which is used regularly for the rice fairs. This will be the area utilised for the retail and sponsorship village, catering, press office and exhibitors.

ENDURANCE

- Field of Play – A 160km course consisting of 6 loops on the flat with ground which is perfect for the welfare of the horses. It is mostly covered with sand and grass, which makes it suitable for all weather conditions, rain or draught.
- The Veterinary Gate consisting of cooling zone of approx. 4,000m², a vet gate zone (ca. 80m x 40m) and holding zone (ca. 4,000m²)
- Spectator Capacity – min. 1,500 at vet gate
- Training Facilities – The training facilities will be on a part of the course.



don't waste your love on somebody,

WHO DOESN'T VALUE IT



9. VENUE LAYOUT / BLOCK PLANS

9.1 ELEMENTA · BRACCIANO

- DRESSAGE
- PARA DRESSAGE
- JUMPING
- REINING
- VAULTING



9.2 PRATONI DEL VIVARO

- DRIVING
- EVENTING



9.3 ISOLA DELLA SCALA · VERONA

- ENDURANCE



ELEMENTA · BRACCIANO



- [1] MAIN STADIUM (JUMPING / DRESSAGE)
- [2] FINAL HOLDING AREA (JUMPING / DRESSAGE)
- [3] FINAL WARM UP (JUMPING / DRESSAGE)
- [4] MAIN INDOOR ARENA (REINING)
- [5] FINAL WARM UP (REINING)
- [6] TRAINING INDOOR ARENA (REINING)
- [7] TRAINING OUTDOOR ARENA (REINING)
- [8] TRAINING ARENA (JUMPING / DRESSAGE)
- [9] TRAINING ARENA (JUMPING / DRESSAGE)
- [10] MAIN INDOOR ARENA (VAULTING / PARA DRESSAGE)
- [11] FINAL WARM UP INDOOR ARENA (VAULTING / PARA DRESSAGE)
- [12] FINAL HOLDING AREA (VAULTING / PARA DRESSAGE)
- [13] TRAINING INDOOR ARENA (PARA DRESSAGE)
- [14] LOGISTIC DISTRICT
- [15] LAUNDRY
- [16] MINI MARKET
- [17] ATHLETES LOUNGE
- [18] PRESS CENTER
- [19] TV BROADCASTING COMPOUND
- [20] RESTAURANT
- [21] RESTAURANT
- [22] MAIN SHOP
- [23] VET SERVICES
- [24] SHOP CLUB HOUSE
- [25] SHOP CLUB HOUSE
- [26] VET CLINIC
- [27] SPONSOR HOSPITALITY VILLAGE
- [28] GROOMS VILLAGE
- [29] BUSINESS DISTRICT
- [30] ENTERTAINMENT VILLAGE
- [31] VAN PARKING AREA / DELEGATION PARKING
- [32] EVENT STABLES AREA
- [33] WINTER GARDEN / BAR
- [34] POOL
- [35] LAKE
- [36] NF RESTAURANT

PRATONI DEL VIVARO



- [01] CROSS COUNTRY & MARATHON
- [02] EVENTING JUMPING
- [03] EVENTING DRESSAGE & DRIVING DRESSAGE + CONES
- [04] DRIVING TRAINING AREA
- [05] EVENTING SAND TRAINING ARENAS
- [06] EVENTING SAND TRAINING ARENAS
- [07] EVENTING SAND TRAINING ARENAS
- [08] EVENTING CROSS COUNTRY TRAINING
- [09] LORRY PARKING + NF PARKING
- [10] STABLES
- [11] CARRIAGE STORAGE & OFFICES
- [12] HOST BROADCAST & BOH OFFICES & PRESS & VETERINARY SERVICES
- [13] HOSPITALITY & SPONSOR
- [14] COMMERCIAL VILLAGE
- [15] PRESS/VIP PARKING
- [16] PARKING STAFF/OFFICIALS
- [17] FINAL WARM UP EVENTING DRESSAGE
- [18] GROOMS VILLAGE
- [19] NF RESTAURANT
- [20] VIP RESTAURANT

ISOLA DELLA SCALA · VERONA

PUBLIC PARKING

- [01] CREW PARKING
- [02] CREW PARKING
- [03] FIERA DEL RISO
 - COMMERCIAL VILLAGE
 - NF RESTAURANT
 - PRESS OFFICE
 - SPONSOR & HOSPITALITY
- [04] VIP PARKING
- [05] COOLING AREA
- [06] VET GATE
- [07] HOSPITALITY
- [08] REST AREA 1
- [09] REST AREA 2
- [10] RIVER
- [11] STABLE AREA
- [12] VAN PARKING
- [13] WC
- [14] TV BROADCASTING COMPOUND
- [15] PRESS PARKING
- [16] VET CLINIC
- [17] GROOMS VILLAGE

START
FINISH

TRAINING WARM UP



10. PROPOSED FOOTING PROVIDERS, ADVISORS

Roma Verona 2022 will select the best footing providers to ensure the welfare of the horses and the optimum conditions to compete.

We will adopt innovative solutions, such as the irrigation from the ground up, to provide equal stability of the indoor and outdoor arena footings so that the horses can rely on the same arena surface from take-off to landing and from stride to stride.

Sensors will regulate the perfect moisture content in the arena footing depending on the specific demands of the different disciplines hosted in the venues.

THE RAIN SENSOR

For outdoor arena footings the irrigation system will be equipped with rain sensors which will shut off the watering automatically if needed. Furthermore, the outdoor arenas will also feature a draining function to store the rain water and reuse it when needed. This function, together with the possibility of eliminating wasteful evaporation of overhead watering by the wind and sun, while water takes time to reach the dryer area below, will result in significant water savings of 60% in comparison to overhead sprinkler systems.

We will use the best quality silica sand for our equestrian surfaces in the following fields of play: Jumping, Dressage & Para-dressage, Vaulting, Eventing and Driving.

The equestrian surfaces for the reining field of play will be the highest quality terrain used for Reining Competitions.

We will launch a tender to select the footing providers immediately after being selected to host the 2022 WEG. The selection process will be concluded within 24 months prior to Games.



11. PROPOSED COURSE DESIGNER

Pratoni del Vivaro: Eventing Cross Country & Driving Marathon

The Cross Country Test constitutes the most exciting and challenging all-round test of riding ability and Horsemanship where correct principles of training and riding are rewarded. This test focuses on the ability of Athletes and Horses to adapt to different and variable conditions of the Competition (weather,

terrain, obstacles, footing, etc.) showing jumping skills, harmony, mutual confidence, and in general “good pictures”.

Taking note of the statement in the FEI Eventing Rules, it is the OCs intention to choose a Course Designer who will make the best use of the incredible terrain, oak wooded area and undulating country side in Pratoni to bring out the “excellences” of our competing combinations.

This same statement can be applied to the Marathon test for Driving. The courses will be held in the same area, and for this reason it will be vital for the two course designers to work in synergy to produce top class competition phases.

Verona: Endurance See below

Roma Verona 2022 is in the process of selecting world-renowned designers for the Endurance, Eventing and the Driving disciplines and before taking the final decision, and acknowledging the utmost importance of this choice, the OC would like to share the names with the pertinent FEI Disciplines.

Elemerna: Jumping Uliano Vezzani

Uliano Vezzani, the “maestro”, 4* FEI International Jumping TD and CD, shortlisted as CD for the 2020 Tokyo Olympic Games. Uliano has designed courses all over the world in many prestigious competitions. He has designed 2 WC finals, 16 editions of the historic CSIO in Rome-Piazza di Siena, numerous other CSIO from Dublin to Lummen to Abu Dhabi and Athens, European Youth Championships in Athens, Sanremo and Jardy. This makes the Italian Uliano Vezzani the perfect candidate to design the jumping courses for the WEG 2022.



12. VETERINARIES AND FARRIER FACILITIES

VETERINARY SERVICES

Roma Verona 2022 is fully aware of the importance of providing top-class veterinaries and farriers facilities at the venues to service the needs of all horses competing in the WEG.

The OC will provide qualified veterinary surgeons on site 24/7 to provide specific treatment as necessary for the full duration of the WEG 2022, including the preparation period which will begin the first day of the horses' arrival.

Experienced farriers will be on-hand daily for all shoeing requirements. In addition, team farriers will be able to use the facility, where a supply of farrier's equipment will be available for their use.

GOVERNANCE

VETERINARY SERVICES DIRECTOR

Dott. Alessandro Centinaio

FEI Veterinary Official for 7 of the 8 WEG disciplines, a member of the Veterinary Commission in WEG Tryon 2018 and nominated member of the Veterinary Commission for the 2020 Tokyo Olympic Games.

Dott. Centinaio is a well-known figure in the equestrian world, especially in show jumping. In the last 20 years, he has covered many roles in the international equestrian world, and has acquired knowledge in many spheres throughout this period, especially as team vet and veterinary emergency service organiser for many top international events.

He has organised the Veterinary Emergency Services for many FEI Events and was responsible for the organisation of the Emergency Services for all the disciplines in the 1998 Rome World Equestrian Games.

He was team vet for the Italian Jumping and Eventing Team for over 8 years and was responsible for organising the veterinary side for the Italian Equestrian Federation at the World Equestrian Games in Jerez and Aachen and the Olympic Games in Sydney, Athens and Beijing.

ON SITE FACILITIES

VENUE

VETERINARY CLINIC

Each of the three venues will be equipped and structure an identical way.

During standard Veterinary Clinic operational hours, dedicated members of the Veterinary Services team will be available to perform the following services on request:

- Visit and examine horses in their stables
- Examine horses in the Veterinary Clinic
- Perform more detailed diagnostic investigations in the Veterinary Clinic on behalf of Team Veterinarians or persons responsible
- Perform and interpret further diagnostic investigations on behalf of teams, provide clinical advice on the basis of the findings and undertake FEI Veterinary Commission approved treatment.

The Veterinary Clinic will be a temporary structure with:

- 1 office for the Veterinary manager and staff
- 1 office for the local ministry vet
- 1 passport office
 - Each passport will be assigned a microchip to avoid loss
- 1 centralised pharmacy
 - Selling common used European medicines and equipment
- 4 examination boxes

The treating boxes will be at the end of each aisle, and not in the veterinary clinic. This is for safety reasons, especially when dealing with stallions.

The Veterinary Clinic will offer the following services:

- Clinical pathology
- Endoscopy
- Radiography
- Ultrasonography
- Diagnostic Lab
- Physiotherapy service
- Weighing scale



The Veterinary Clinic will open daily and will have regular hours of operation.

There will also be 24-hour Emergency Service.

INNOVATIVE CENTRALISED SYSTEM FOR THE HORSE DETAILS AND TRACEABILITY OF MEDICINES

There will be one centralised system for the entire Championships for all medicines acquired during the championships. This will record who and when the medicine was purchased. This system will be linked to the horse passport microchip, and will be useful security aid for both riders, owners and officials for any eventual antidoping cases.

BIOSECURITY

A thorough and detailed biosecurity protocol will be put in place for the World Equestrian Games to protect both the competing horses and all horses living permanently in Italy.

- In collaboration with Ministry and local authorities
- An agreement is being signed with the Istituto Zooprofilattico of Brescia and Rome to test biological liquids and any type of illness, infectious or infestation.
- In the case of any illness a bubble concept will be applied to the venue in question (with the assistance of the ministry vets). Local horses will not be able to enter this area.
- Before the first horse arrivals the stable area, and any other area deemed necessary will be certifiably disinfected, and all training and competition areas will be sprayed against mosquitoes and flies

Required daily biosecurity examinations during the WEG

Once horses have entered their competition stables they will be required to have rectal temperatures taken twice a day (morning and evening). This will be done under the responsibility of the Team Veterinarian. If

there is no Team Veterinarian available, the OC Treating Vet is responsible for monitoring the rectal temperature of horses.

There will be enough Treating Vets available to provide advice and assistance upon request.

Horse arrival

- Horse arrivals will be in a designated, disinfected area.
- All horseboxes will undergo thorough disinfection.
- Horses will be inspected and will be issued a unique number which will be linked to the centralised system for the traceability.

Isolation boxes

- There will be a sufficient number of isolation boxes according to the participating number of horses. This would be estimated at 10% of the participating horses.
- There will be limited access to this area, and those who access the area will be required to adhere to the strictest quarantine procedures.

Stables

The security and welfare of our horses is paramount. We must ensure the biosecurity not only of the competing horses but also our own national population of horses.

- The stables will have a biosecurity set up as seen in Rio.
 - Each accredited person who has the right to enter in the stable area must walk over a disinfected mat and wash his or her hands with disinfected soap upon entering and exiting the stable area.
 - All horses will also have to walk over the disinfected mat to enter and exit the stables.
 - This procedure will be monitored by CCTV, and those who do not adhere will have their accreditation removed.



EXTERNAL REFERRAL CLINICS

- Different referral hospitals have been chosen according to the clinical analysis of the horse. All these clinics are within 1 hour of travel by van.
- At all the venues, a motorised equine ambulance will be available at all times to transport horses from the veterinary clinic on site to one of these referral hospitals if needed.

Within an hour of travelling distance from each venue, the following specialised clinics will be available 24 hours a day:

- Orthopedic.
- Colic.
- Biosecurity medical cases.
- Specialised imaging (magnetic resonance imaging).

EQUINE PHYSIOTHERAPY SERVICES

There will be expert equine physiotherapists who will work closely with the OC veterinary experts for all those NFs who have not travelled with their own physiotherapists.

STABLES

- Horses will be stabled by discipline.
- Stables for Driving, Endurance, Paradrassage, Eventing will be 3m x 3m (with the required percentage of extra large boxes).
- Stables for larger horses competing in Dressage, Jumping and Vaulting will be 4m x 3m.
- The OC will also provide double stables for those horses who require more space.

FACILITIES

- All Stables will have rubber matting.
- There will be tack rooms: 1 tack room for every 3 stables.
- There will be more tack room space for Paradrassage.
- There will be a covered wash area with multiple water outlets for each stable block.
- Lorry Parking will be facilitated near to the stable area in a closed, protected area, this area may also be used for containers and storage.

FEED & BEDDING

- First bedding for Shavings or Straw free, other bedding by request at NF cost.
- It will be possible to acquire paper bedding.
- All commonly used feed will be available to buy, including hay, bran, oats, barley, sweet feed, pellets or cubes, corn, linseed and carrots.
- All feed will be certified free of prohibited substances.
- Hay steamers will be available on each venue.

SECURITY

- Professional Security and FEI Stewards.

ELECTRIC

- Outlets near all stables - 220 V.

COOLING FACILITIES

The temperatures are not expected to cause problems for the horses during their training and competitions.

However

- Ice will be available:
 - In the stable area;
 - At the finish of each competition.
- Cooling fans will be available:
 - at the finish area of each competition.

HORSE INSPECTIONS

A horse inspection area as set forth in the FEI Veterinary Regulations (Art. 1011) will be provided for each venue and according to the requirements of each of the discipline rules.

COMPETITION MANAGEMENT (BRIEF OUTLINE)

ALL DISCIPLINES

- There will be a veterinary manager for every venue, with a suitable number of duty veterinary staff according to the daily competition schedule.
- There will be 2 horse ambulances for every venue, and according to Italian law, each of these ambulances will be accompanied by a veterinary and assistant.

CROSS COUNTRY + MARATHON + ENDURANCE

The welfare of our equine athletes is paramount and during these competitions and phases particular attention will be paid to ensure that these athletes receive the best care and attention from the cooling down facilities during the competition to the vet gates, crew points, along the courses, the warm up and arrival areas.

There will be a veterinary and assistant at each cross-country jump and marathon obstacle. Each of these assistant points will be supplied with a veterinary emergency kit, a screen, and cooling down facilities. There will be a sufficient number of horse ambulances

for the cross country/marathon sectors according to the layout of the courses.

A detailed and structured plan for each venue and discipline is being drawn up together with the veterinary director, in accordance to the Disciplines Rules and Veterinary Regulations.

EMERGENCY MANAGEMENT

As state previously a motorised equine ambulance will be available at all times to transport horses from the venues to any of the referral clinics.

NECROPSY SERVICES

As required by FEI Vet regulations a necropsy service will be provided 24/7 for each of the venues.

A dedicated motorised equine ambulance service will be available to take the horses from the venues to the Lab.

ANTIDOPING

The Organiser will provide the following:

- An equine doping control facility incorporating at least 6 testing boxes (stables), this will be increased in multi discipline venues according to the number of disciplines and in accordance with the FEI Veterinary Department.
- A closed office will be provided for the Antidoping vets together with lockable storage facilities near to the stable compounds of each venue.

The FEI will be responsible for the cost and organisation of anti-doping services for athletes and horses (sample collection, staff and equipment, sample transportation and lab fees). The OC, in collaboration with the FEI, will guarantee that all the necessary steps are taken to provide the optimum environment to carry out the tests.

FARRIER

Farriers will be available from the day the first horse arrives at the venue and remain on-site until the final horse leaves the venue.

Farrier stations will be located adjacent to stabling areas.

Games Farrier Coordinator

A Games Farrier Director will be named, with a coordinator for every venue.

Forges and equipment will be available for the NF Farriers' use.

Mobile forges will also be available by warm-up arenas (or equivalent) during the competition with everything necessary to replace a shoe quickly. *This service will be free of charge for NFs.*

During competition, two to three further farriers will be on-venue during the day at all times (*depending on the venue and number of disciplines and horses per discipline*).

Outside of the opening hours of the forge, an emergency service will be available.

TEAM VETERINARIANS

Thanks to the collaboration with the Italian Government and the other competent national and local authorities, the Roma Verona 2022 Organising Committee will ensure the Team Veterinarians ability to treat their national delegation horses in the Host Country during the period of the WEG.

The federal Veterinary office is in contact with the competent ministry to ensure that any procedures for (extra EU countries) will be carried out in a swift and effective manner.

MEDICAL SERVICES

EMERGENCY AND MAXI-EMERGENCY PLANS

Italy has an integrated system of emergency response services, including comprehensive disaster and emergency plans that provide a prompt and coordinated response to major emergencies. This emergency response capability is based around three services: the Emergency Services, the Major Emergency System and the Civil Defence Services.

EMERGENCY SERVICES

The Italian emergency services comprise a comprehensive network of public hospitals, ambulance services, voluntary associations and institutional bodies, including the Fire and Police Services and the Department of Civil Protection.

Currently, the four main telephone numbers used to access the emergency services are Carabinieri (112), Police (113), Fire Brigade (115) and First Aid Medical Rescue (118).

Emergency medical services in Italy are always free of charge and first aid is provided by all the public hospitals.

The emergency services can also be accessed by a single 112 number.

The Rome Emergency and Urgent Care Service (Em. UHS) is part of the Region of Lazio Territorial Emergency and Urgent Healthcare network. This service, similar to other regional services, comprises:

- A centralised co-ordination system, through Operation Headquarters (OH)
- Local ambulance network, including standard vehicles and advanced vehicles (with specialist anaesthesia and emergency medical staff on board)
- A network of 21 hospitals.

The OH provides technological equipment, operated by personnel with suitable skills and functions (physicians, nurse practitioners, technical staff).

The emergency healthcare process is managed through a computerised system that records service and cartographic data, as well as live, telephone and radio communications.

MAJOR EMERGENCY SYSTEM

Major emergency situations require special equipment, resources, organisation and training. The Rome and the Verona 118 Em. UHS is organised to deal with major conventional, chemical, bacteriological, nuclear and radiological (NBCR)



emergencies. Within the Major Emergency Special Unit (MESU), there is also a department dedicated to logistics which includes communications (radio and telephone) and computer links with the OH and, if necessary, the Military Forces Command Post.

Based on the updated procedures adopted for the Turin 2006 Olympic Winter Games, a specific major emergency system will be planned and coordinated for hosting the Games.

CIVIL DEFENCE SERVICES

The Civil Defence (Protezione Civile) department, comprised of eight offices and 43 units, is the national body in charge of predicting (whenever possible), preventing and managing major emergencies or disasters.

Civil Defence is a government-managed organisation staffed by volunteers, who are highly trained in emergency management. Emergency plans and procedures, developed at a national and local level, are continuously updated with a regular exchange of information across levels and training activities for staff and volunteers.

The system is based on the principle of 'subsidiarity': the Mayor is responsible for local Civil Defence Plans, however, if required, the support of the Region and of other Government administrations is guaranteed and coordinated by the Prefects, the representatives of the Ministry of Interior at the local level.

ITALIAN HEALTH CARE SYSTEM

The National Health Service (NHS) covers all citizens and legal foreign residents. Coverage is automatic and universal. Temporary visitors receive health services by paying for the costs of treatment.

Rome has a comprehensive network of high quality clinical services, including 22 hospitals in the national

health care system. There are 9,848 hospital beds in Rome (an average of 3.4 beds per thousand inhabitants) across all university, public and accredited facilities.

Rome is also the home of the Institute of Medicine and Science in Sport, one of the leading sports medicine facilities in Europe, established during the Rome 1960 Olympic and Paralympic Games, which provides comprehensive medical and diagnostic procedures to all national athletes.

The Verona healthcare system is regarded as one of the best in Italy. There are 15 hospitals and a total of 2,171 beds.

MEDICAL SERVICES ORGANISATION AT WEG 2022

The organisation of the medical services for the Roma Verona 2022 WEG will be based on a network of professionals, equipment and facilities, which will be made available by the national health system through specific agreements for each venue. Such organisation will include:

- A Venue Chief Medical Officer with a BLS/ALS certification and a specialisation in internal medicine and treatment of multiple traumas. The CFO will operate in each venue from 8.00 a.m. to 8.00 p.m. and will be reachable by phone 24-hours a day to take care of both athletes and officials.
- A professional nurse to be always present in each venue and reachable by phone at night.
- Two physiotherapists to assist the athletes in each venue, with physiotherapeutic equipment available from 8.00 a.m. to 20.00 (at least tecar-therapy and laser-therapy equipment).
- A medical care unit with all the necessary equipment in each venue.
- A physiotherapy unit with two beds separated by a screen.
- Three or more ambulances (with full resuscitation units), according to the number of athletes, officials, and the estimated number of spectators, with a

driver, a nurse and a doctor. Dedicated ambulances for athletes will be distinguished from those for public.

- An anti-doping testing area for collecting samples.
- An adequate number of volunteers in support of the medical team.
- Agreements with the hospitals in proximity of the venue to provide emergency and first aid services, and healthcare assistance to athletes and NF/FEI officials with specialists for various kinds of pathologies.
- Agreements with pharmacies for buying medicinal products and medical treatment, available upon prescription of the venue CMOs.

MEDICAL SERVICE DURING THE COMPETITIONS

The CMO, appointed by the Organising Committee, will be in venue in each competition, as specified by the FEI General and Discipline rules.

MEDICAL PROCEDURES IN CROSS-COUNTRY COMPETITION

Introduction

In equestrian sports the cross country and marathon tests are one of the most risk related from an injury point of view. For this reason, it is vital to plan a valid medical assistance which foresees:

- 1) Preliminary meetings in which roles and tasks are assigned.
- 2) Radio and communication control throughout the cross country and marathon course.
- 3) Attendance of qualified personnel.
- 4) Availability of adequate equipment.

1) Preliminary meetings in which roles and tasks are assigned

The chief medical officer who will have sufficient experience in treating trauma cases, a good knowledge of the disciplines in question and of the cross country/marathon tracks and surrounding amenities.

The chief medical officer, on the basis of the type of event and the characteristics of the competition ground should lay out a rescue plan which indicates the necessary personnel and vehicles for quick and efficient intervention.

Maps should be drawn out of the cross country/marathon courses which indicate the jumps/obstacles, along with the route to follow to get to each obstacle as well as the emergency route leaving the course and/or show ground. The course should be divided into sectors, each sector will have its relevant emergency team and vehicle (ideally one sector for every 4 or 5 jumps). This team will have to be thoroughly knowledgeable regarding its area of competence and the routes to and from each jump. For this reason it is of the utmost importance to organise a meeting



beforehand in which these maps will be distributed as well as details on the course of action to be taken in case of necessary intervention.

In the days leading up to the event, communication indicating days and times of the competition should be sent to the Administration Office of the local hospitals where athletes and other traumatised persons may be transferred.

Another important duty for the Chief Medical Officer is to be or nominate an acting member of the crisis management group. Guidelines on how to deal with a serious or fatal injury must be drawn up together with the coordinator and other members of the group.

When assistance is also offered to the general public it is imperative that the two services be completely separate and independent in order to guarantee maximum efficiency for both parts.

2) Radio and communication control throughout the cross country/marathon courses.

The whole cross country course must be under radio coverage in order to be aware of the ongoing situation of the competition as well as acquiring relative information regarding possible situations of emergency.

Cross-country and the Marathon consist of a courses with a variable distance comprising of up to 30 to 40 jumping efforts (Cross Country) and 8 obstacles (Marathon) of natural solid materials which is the reason for which a greater number of accidents may occur; in many cases there is no visibility between one jump/obstacle and the next, however, there is a fence/obstacle judge at each jump/obstacle, who follows the regularity of the competition.

It is, therefore, necessary to provide radio coverage which is dedicated exclusively to medical assistance (this should also be separated from the vets) which foresees:

- 1) central post (preferably near to the control centre) which receives information from all fence/obstacle judges regarding the ongoing situation of the event.
- 2) In the case of an accident in which an ambulance is required, it will be the person placed in the control centre who will give the order for the ambulance of the concerned sector to intervene.
- 3) If the ambulance is required to take the injured party to the hospital, its position must be replaced by a reserve ambulance.

3) Attendance of qualified personnel (for rapid and effective intervention)

Medical personnel and paramedics must be expert and competent in dealing with the initial intervention of neuro traumas or multiple traumas through use of available equipment and pharmaceuticals.

Communication of the state of health of the injured party must be communicated to the control centre together with the decision to hospitalise or not, choosing not necessarily the nearest hospital but that which is specialised in dealing with the injury sustained.

4) Availability of adequate equipment (including ambulance equipped with instruments and pharmaceuticals, an experienced crew (driver, medical and paramedic personnel) and medic with his own vehicle.

Ambulance should be 4 WD designated vehicle, where necessary due to possible adverse ground conditions, conforming to current regulations for the recovery and transportation of injured and seriously ill patients; it must contain resuscitation, emergency medication, immobilisation and transportation equipment.

Resuscitation equipment

- Oxygen with tubing and mask;
- Self-inflating bag/valve/mask with reservoir bag;
- Masks for adult and children;

- Powered suction with Yankauer attachment;
- Oro and naso-pharyngeal airways;
- Laryngoscope, blades, spare bulbs & batteries;
- Tracheal tubes, connectors, introducers/bougie;
- Lubricant, adhesive tape or securing bandage;
- Syringes, various sizes;
- Emergency chest drain kit;
- Intra-venous cannulae 14-20 gauge;
- Syringe needles;
- Crystalloids for infusion;
- Intra-venous sets for rapid fluid infusion;
- Defibrillator;
- Sphygmomanometer.

Emergency medication

- adrenaline
- atropine;
- lignocaine
- entonox;
- hydrocortisone;
- antihistamine;
- dextrose;
- furosemide;
- diazepam;
- metoclopramide;
- non-opiate analgesic;
- salbutamol;
- sterile water for injection.

Immobilisation and transportation

- rigid cervical collars;
- scoop stretcher &/or long board &/or lifting frame
- splints to include traction splint;
- securing straps and bandages

A detailed and structured protocol for the Endurance Test, Eventing Cross Country and the Driving Marathon will be developed to ensure the safety and welfare of our athletes, FEI family, workers and spectators during the competition.



13. COMMERCIAL-SPONSORSHIP STRATEGY

13.1 COMMERCIAL SPONSORSHIPS STRUCTURE

At present, **FISE** is supported by 12 partners, who provide contributions to help support the sustainability and growth of the Federation. The value created by FISE through these partners is illustrated by the fact that many of these relationships have been in place for many years.





While the above figure details the existing corporate support of FISE and equestrian sports in Italy, the country will have now the opportunity to rally behind an event of the calibre of the 2022 WEG.

Roma Verona 2022 will build on these partnerships to deliver memorable WEG: to this end, it will support the implementation of the commercial rights for all partners across both territory and venue, by enabling access to premium locations and infrastructures, identifying opportunities to create compelling brand incorporation, as well as collaborating with all stakeholders to align brand guidelines and principles.

This will include activating initiatives across Italy, promoting the event within all sport focused venues, clubs and organisations, along with working to best endeavours to engage with all relevant media channels.

The venues also will be able to rival any previously created event infrastructure at WEG, including: viewing grandstands, Games Village, hospitality and support services areas, all of which will provide commercial rights activation points for partners.

Roma Verona 2022 WEG Bid Committee, together with FISE, has already had positive conversations with a number of the above partners, which have already declared their interest in working with the bid.

13.2 ESTIMATED REVENUES FROM PRIVATE SECTOR

The Bid committee was supported by Nielsen (the leading global market research company) to forecast the potential commercial revenues that could be generated by an Italian edition of 2022 WEG from sponsorship, ticketing, hospitality, licensing, retail streams. The detailed analysis is attached.

Since our marketing and sponsorship plan is currently being developed, our forecasts have been assessed by benchmarking on previous major international events and equestrian events held in Italy, as well as other FEI WEG events.

In particular, the assessment applied a market-based approach, namely comparing Italy to France (who hosted 2014 WEG) across a set of both equestrian sports industry related and macro-economic metrics. All data have also been integrated with other macro-economic data proxy of a country capability to generate commercial revenues in elite sport events. The benchmarking model thus compared France and Italy across a set of performance metrics, thereby generating a unique performance score applied to French WEG edition's revenue. The result is the maximum revenue ceiling which could be potentially generated by Italy WEG edition.

The benchmarking model identified € 18,9 M as the commercial revenues ceiling for Italy WEG edition. However, benchmarking the presence of large enterprises in Italy compared to France, the average income of Italian fans and also the contribution from tourism in Italy in relation to France, we considered also a more prudential and achievable revenue targets of € 14,9 M.

The breakdown by revenue stream is reported in the table below:

REVENUE STREAM	FLOOR - €/M	CEILING - €/M
Sponsorship	4,5	6,0
Hospitality	1,5	2,0
Ticketing	7,4	8,9
Licensing	0,7	1,0
Exhibitors	0,8	1,0
Total Revenues	14,9	18,9

We believe top contributors for revenue floor forecast, namely Sponsorship and Ticketing, can be achieved for the following reasons:

- € 4,5 M sponsorship revenues are less than double of what currently raised by Piazza di Siena; the estimated uplift seems consistent with the potential of a global elite event such as FEI WEG.
- Feasibility of € 7,4 M ticketing revenues have been stress-tested by checking selected venues' capacity, and considering relevant occupancy rates and free tickets incidence registered during WEG 2014.

However the bidding committee took a prudential approach, further reducing this goal at € 6,0.

SPONSORSHIPS

Hosting the 2022 WEG in Italy will offer access to a vast range of product categories and brands currently investing in equestrian sports.

INDUSTRIES SPONSORING EQUESTRIAN SPORTS BY NUMBER OF DEALS, IN 2018



Considering Italy's varied and diverse industries, the 2022 WEG will provide the ability to combine and showcase some of the nation's most well-known brands.

Rome Verona 2022 will also capitalise on the world most famous fashion industry and associated brands to commercialise and add style to the merchandising and design offering. There are also several Forbes Global 2000 companies which are currently activating sporting sponsorship programs.

Past experience in organising major events in Italy, indicates a strong willingness of companies to support events or projects by supplying essential products and services.

Partner companies can contribute products, services, technology, expertise and financial resources towards the preparation and realisation of major events.

The macro-areas that appear most likely to provide products and services are airline, internal transport, ticket management, food service for the volunteers, transport, furnishings and equipment, IT and web services, hardware needs and equipment, security, insurance, overlay decoration and fitting.

Considering the large number of companies operating in these sectors, the concept of value-in-kind will facilitate negotiations to find suppliers/sponsors.



TICKETING

Rome and Verona have great experience in attracting significant travel flows, as demonstrated by the current ranking of Veneto (5th) and Lazio (19th) among the European regions most visited.

A comprehensive ticketing-strategy is being developed with the ambition of delivering full stadia not only to maximise the athletes' experience in front of enthusiastic fans, but also to increase public engagement as well as to maximise the total ticketing revenue for the Organising Committee.

The pillars of our ticketing strategy are described hereunder:

1. A WORLDWIDE TICKETING MARKET

Rome and Verona are attractive destinations on a global scale, therefore the 2022 WEG have the potential to really be Games for everyone, everywhere in the world.

2. FULL ENGAGEMENT OF SPORT SECTORS

NF's capability to reach communities locally through the National Olympic Committee and the Federations' delegations on the territory, will be another effective and powerful tool in filling the venues.

3. ATTRACTIVE PRICES

A wide range of ticket categories for the competitions will allow for a broad offer in terms of price and types of session, meeting the needs of a variety of targets, from high-spenders to the more popular ones.

4. HOSPITALITY AND SPECIFIC PACKAGES

To achieve this goal, ticketing will be carried out through an efficient, service-oriented sales process, establishing fair price levels, to enable the largest possible number of spectators to access competition venues.

The Ticketing Strategy will also develop specific packages such as:

- ‘WEG pass’, allowing holders to attend all the events of the Games;
- ‘Weekly pass’, allowing holders to attend all the events of the selected week;
- ‘Sport’, allowing holders to attend all the events of selected disciplines;
- ‘All-day Venue’, which will allow the spectators to enjoy a whole-day, immersive experience with the possibility to have access to all competitions in the selected venue;
- ‘Follow My Team’ packages, which will give a seat in all events involving a particular team;
- ‘Sport & Culture’ gives the possibility of combining a ticket for a sport competition with one of the many cultural events that will be part of the WEG Cultural Programme.

5. PROMOTIONAL AND ADVERTISING CAMPAIGN

A thorough and wide-ranging advertising campaign will be implemented, providing all necessary information from ticket prices to the accessibility of competition venues.

GAMES VILLAGES

Located in the very heart of each venue, the Games Villages will be designed to attract visits from both spectators and athletes, with entertainment, shows, exhibitors, concerts and catering areas.

The villages will be open during all the 12 days of competition.

HOSPITALITY PLAN

The overall strategy will ensure a transparent approach for production and exploitation of in-venue hospitality that will secure the rights of the relevant stakeholder groups while maximising revenue opportunities.



The Organising Committee will collect and submit to FEI for validation all relevant information and proposals for spaces located within the venue perimeter that could be effectively allocated to in-venue hospitality, to ensure an appropriate allocation of space to the relevant client groups and programmes.

A variety of hospitality products will be developed, with reference to access rights (weekly, daily or single meals), prices (from a simple cocktail to reception to a gourmet meal), targets (sponsors, and other requests) and distribution channels, to drive commercial hospitality sales internationally.

Some of the available hospitality lounges will be sold to high end customers (sponsors, groups, limited companies, etc.) or intermediaries (international PR agencies, etc.) on the basis of a definitive purchase agreement.

It will also be possible to operate through distribution licences, by way of a purchase agreement made with operators authorised to sub-licence national and local PR agencies. Hospitality production will be sold on a cost recovery basis for all official WEG client groups (including direct costs and coverage of relevant overhead); the overall hospitality production will be managed transparently across programmes as separate cost centres, to be each financially self-sufficient (without cross-subsidising across programmes).

Finally, we are proud to underline the world-class catering services that will be provided, by selecting hospitality caterers through appropriate tender procedures, in line with the outstanding Italian culinary tradition that is appreciated worldwide.

13.3 COMMERCIAL PLAN

The sponsoring companies of the Rome Verona WEG 2022 must be reassured that their investments will be protected with a guarantee of exclusivity within each single product category.

The Organising Committee will provide full support in the engagement of sponsors in accordance with the FEI requirements and constraints and will set up an internal sales structure.

Engagement will begin as soon as the Organising Committee is formed and will therefore be one of the first operational functions to be activated.

The Committee is aware that high levels of investment are often associated to a lengthy period of negotiation and that sponsorship programmes must be aligned with corporate marketing to derive maximum benefit from investment. This requires

planning and decision-making and therefore time. For these reasons, the Committee believes that the process of acquiring partners will continue up until March 2022.



13.4 INTELLECTUAL PROPERTY RIGHTS PROTECTION

With specific reference to the laws that protect the Intellectual Property Rights (IPR), the Italian legislation is perfectly harmonised with the European and international laws.

There are many valid instruments for the protection of IPR (not specific for sports) that we summarise below:

- Industrial Property Code (Legislative Decree 10 February 2005, No. 30) that protects all intellectual property rights (registered and unregistered) such as trademarks, designs, patents, utility models, new plant varieties, secret information etc;
- Copyright Law (L. 22 April, 1941, No. 633) that, alongside the traditional works of art protected by copyright, provides protection for software, databases, projects of architecture, broadcasting rights, etc;
- With specific reference to the contrast of Ambush Marketing, there is no specific law, but effective provisions for combating this phenomenon are provided for by art. 2598 nos. 1, 2 and 3 of the civil code that regulates all cases of unfair competition and art. 1 Legislative Decree n. 146/2007 concerning unfair commercial practices. In addition, a 'special' anti-ambush legislation would be introduced on the model adopted for Torino 2006;

Finally, it is worth mentioning:

- Legislative Decree 31/07/2005, n. 177 (Consolidated text of audiovisual and radio media services) which provides cases of unauthorised broadcasting;
- and art. 1 paragraph 545 and paragraph 546 of Law 232/2016 (and Implementing Decree D. M. 12 March 2018) containing technical rules against secondary ticketing.

14. PROPOSED HOST BROADCASTER



14.1 HOST BROADCASTER MISSION AND SELECTION PROCESS

Roma Verona 2022 is aware of the crucial importance of delivering memorable and inspiring images and accounts of athletes and horse competing at the WEG.


We will use our best efforts to provide the best possible coverage of the Games while showcasing the host cities to the world.

The appointed Host Broadcaster (HB) will play a central role in conveying the unique excitement and experience of the WEG to worldwide audiences. For this reason, the Roma Verona 2022 Organising Committee will let the selected HB utilise the **latest state-of-the-art broadcast equipment and techniques** to best capture the images and sounds of the Games in the production of the International Broadcast Signal (IBS).

The Rome Verona 2022 HB primary goals and responsibilities will be the following:

- to support the FEI in maximising the value of its broadcast deals;
- to produce the international television, digital and radio signals for the Games;
- to design, build, install, operate and then dismantle the temporary facilities for the HB and the RHBS at the Broadcast Compounds, and in the competition venues;
- to coordinate and provide multilateral and unilateral facilities and services to the RHBS;
- to assist RHBS in the coverage of the Games on all emerging media digital platforms.

Sports TV, broadcasting, radio and sport journalism is extremely well represented in Italy with Sky, RAI as well as the numerous magazines, radio stations and national newspapers that cover sport to a significant level.



FISE has an excellent working relationship with Sky Italia, RAI and all the major networks. This will ensure the positive result of the selection process that the Roma Verona 2022 Organising Committee will launch 30 months before the Games to select the HB within G-24 months.

14.2 BROADCAST COMPOUND AND OTHER FACILITIES

Roma Verona 2022 will bear the main responsibility for the Host Broadcast (HB) production for the WEG, including the financial coverage of both the operational costs of the HB and for providing the necessary infrastructure and facilities (e.g. cabling, power supply, WiFi, etc.) that will enable the production of the International Broadcast Signal.

We will allocate sufficient space, fencing, utilities and security for the Broadcast Compound at each venue. These areas will accommodate outside broadcast truck(s), support vehicles, generators, SNG vehicles, utilities and cabins for the office and operational space required by other broadcast-related activities such as graphics, scoring and timing.

A significant TV compound (1,600m²) will be created with hard standing, in close proximity to the F.O.P. of ELEMENTA venue, with access to main roads and easy access to the Field of Play, as shown in the Venue Layout.

Hard-standing suitable for broadcasting vehicles will be delivered as part of our commitment to host the 2022 WEG.

Please do consider that the venue is located near the National Broadcaster (RAI) headquarter. This may result in efficiencies to be further explored, given the role of RAI as TV rights holder for WEG 2022 in Italy.

Additional Broadcast Compounds will be located at PRATONI DEL VIVARO and ISOLA DELLA SCALA

venues. The location, size and main transport flows are represented in the Venue Layouts.

If necessary, a wider area could be allocated to broadcasters in each venue.

14.3 BROADCAST GOVERNANCE

Roma Verona 2022 will appoint a Broadcast Manager immediately after having been given the honour of hosting the 2022 WEG.

The Broadcast Manager will be a key member of the Roma Verona 2022 Organising Committee and he/she will be responsible for coordination with the FEI with regards to all broadcast matters. Given the importance of this position, he/she will be selected among high-skilled professionals with proven experience in this area. The Broadcast Manager will be empowered to take real-time decisions and work with venue level teams to achieve required results.

Finally, **the Broadcast Manager will chair in collaboration with FEI a dedicated Broadcast Steering Group in charge of reviewing broadcast graphic requirements and delivery.** A specific sub-group, reporting to the Broadcast Steering Group will be established for broadcast graphic planning (including parties involved with animations and 3D Graphics).

our hoofbeats are many,

BUT OUR HEARTS BEAT AS ONE



15. EVENT PRESENTATION

15.1 OPENING / CLOSING CEREMONIES

The Rome Verona 2022 ceremonies will take advantage of the well-known Italian creativity to draw the world's attention on the WEG by delivering a memorable and inspiring celebration of the FEI values.

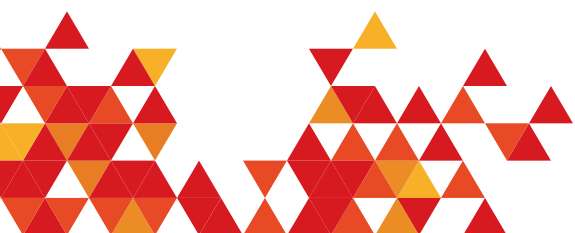
Our main goals will be to place athletes and horses centre-stage for a truly memorable experience.

OPENING CEREMONY

A breath-taking Opening Ceremony at the Coliseum will allow athletes to be presented and greeted by the public, media and WEG family in a unique setting. This ceremony will be spectacular and time efficient taking into account that the athletes are about to compete in following days.

The proposed ceremony programme will include the following moments:

- an artistic segment will welcome the teams and public, before the National Anthems and the flag raising.
- the official speeches will boost the teams, inspiring them to give their best for the competition, which will then be declared officially open.
- in addition to the classical arias of some Italian operas, the Opening Ceremony will also contain modern and popular elements of Italian Culture to ensure an unforgettable start to the World Equestrian Games.





CLOSING CEREMONY

We are committed to celebrating the brilliant performances of the athletes from the beginning to the end of the Games.

For this reason we are proposing the Arena of Verona to host the Closing Ceremony of the 2022 WEG. This spectacular venue, one of the largest roman amphitheatre outside Rome, will welcome the athletes and praise their amazing sport achievements.

15.2 FAN EXPERIENCE / ENGAGEMENT

Hosting the WEG in Rome and Verona will attract many local, national and international spectators.

Ranked first among the Italian top tourist destinations, **Rome is one of the most visited city in the world**, thanks to its priceless archaeological and art treasures, the charm of its unique traditions, the beauty of its panoramic views, and the majesty of its magnificent squares and villas.

Plenty of museums, aqueducts, fountains, churches, historical buildings, monuments and ruins of the Roman Empire make Rome the 3rd most visited city in the EU, after London and Paris, welcoming an average of 9 million tourists a year. The Colosseum (4 million tourists) and the Vatican Museums (4.2 million tourists) are among the top-50 most visited places in the world.

Verona is also renowned worldwide. Every year the city attracts millions of visitors from all over the World thanks to the Arena, the myth of Romeo and Juliet and its precious beauty.

About halfway between Milan and Venice, Verona is one of Italy's most popular cities for tourists, who revel in its art, architecture, opera, and literary fame.

Both cities regularly host **cultural and international events, including concerts, artistic and culinary festivals to guarantee an exceptional visitor experience.**

Building on these assets, our strategy to maximise the enjoyment of spectators and visitors will include:

- **Providing all visitors with a warm welcome**, from their arrival and for the duration of their stay.
- **Raising awareness of the wide tourism opportunities** that can be combined with a visit to Rome and Verona, with easy access to other cities such as Florence, Naples and Venice by high speed train.

- Ensuring that **volunteer recruitment and training respects and reflects the diversity of people visiting the cities** at Games-time.
- Allocating family areas and organising **activities across the cities and at Live Sites.**
- Providing a **broad range of accommodation offers** .
- Delivering **efficient transport services** within and between host cities to provide quick and easy access to venues, city activity sites and tourist attractions, interactive transport information.
- Implementing a **stunning cultural programme**, as befits a region with such a wealth of cultural assets, will involve every venue city and some of the best cultural institutions in Italy and Europe.

The **look of the event will play a significant role in spectators' engagement.** Every spectator will feel the spirit of WEG at the venues, but we will ensure that spectators feel that same spirit while transferring from their accommodation to the venues.

We will promote the WEG through media outlets such as bus wraps and Metro posters. Visually linking the city and its infrastructure to the excitement of the WEG is a part of our commitment in maximising the value of the Games. This “WEG Experience” will benefit the spectator, maximise the FEI and WEG brands, and enhance value delivered to commercial partners.

Piazza del Popolo in Rome and Piazza Bra in Verona will be the natural extension of the three venues in the Cities: two amazing locations where fans and the local population will truly enjoy the atmosphere of the WEG in a convenient setting, and at a walking distance from some of the other world-famous masterpiece attractions of Rome and Verona.

The symbiotic relationship between sport and culture is significant in most societies. In unison these activities bond the community and break down many social barriers and help to foster tolerance and understanding. The Fan Zones in Rome and Verona will particularly link the WEG values/principles (fair play, respect, strong commitment, elegance), with the joyful attitude of the general community wishing to enjoy the competition and athletic prowess of both horse and rider.

By showcasing the excitement of elite equestrian competitions through the video screens in Piazza del Popolo and Piazza Bra, ticket sales might also be encouraged. Individuals who will be drawn to these Celebration Sites for the cultural experience will be certainly caught up in the excitement of the equestrian sporting competition and feel compelled to experience the event first hand. Sports lovers, although not specifically horse-riding lovers or fans, will also be prompted to buy tickets through the teaser effect of the big screen; this is why we consider that the access to ticket sales will have to be directly linked in some way to the Fan Zones to allow for these impulse purchases.

The programme of activities at the Fan Zones will be coordinated and planned around the competition schedule and the objectives.

The Fan Zones will provide an opportunity for Rome, Verona and Italy to use music, theatre, dance, comedy, food and art to showcase their history and culture to both the local community and out equestrian visitors and will be designed to integrate with the competitions shown on the video screen.

Staged activities will be developed around particular themes that appeal to a certain segment of the Rome and Verona community. The link to an appropriate transport service (metro station, shuttle bus hub to the venues, etc.) will be undoubtedly another powerful factor of attraction both for tourists and for local citizens.



Interactive sponsor showcasing of products will also add greatly to the Fan Zones' experience. Through an ad-hoc City Operations programme to be jointly developed by the WEG Organising Committee and the Cities of Rome and Verona, special attention will be paid to sponsor projects/opportunities connected to their presence in Piazza del Popolo and Piazza Bra.

Last but not least, the sale of food and beverages is important to cater for the needs of the Fan Zones promoters. These concessions will also provide a valuable source of revenue to offset Celebration Sites' costs. All concession rights to the Fan Zones venues will be carefully evaluated together with the appropriate owners, also to ensure that the quality and cost of the product provided is consistent with the overall WEG high standards, particularly with those applied on the three Venues.

15.3 SPORT PRESENTATIONS

Our Games will focus on providing athletes and horses with the best possible experience during their stay. **Our goal is to help all athletes train, compete and perform at their very best, and to celebrate post-competition in true Italian style for a memorable experience.**

We want to create an environment where athletes are inspired to achieve their personal best, including a high quality training environment; comfortable and well equipped accommodation; quick and efficient transport services; and post-competition opportunities for leisure/relaxation/family time. In addition, our venue and ticketing strategy will encourage full stadia and the latest sports presentation will create an environment that inspires the very best performances.

Finally, we fully acknowledge the role and importance of horse owners, loved ones, families and supporters in the lives of the athletes. Athletes will have the

opportunity to share their achievements with these important people at the Medal Award Ceremonies.

15.4 OTHER SIDE PROGRAMMES (Education, Cultural Programmes, Etc.)

A · CULTURAL PROGRAMME

In order to further strengthen the link between the WEG and the Host Cities **a full and comprehensive Cultural Programme will be set up starting from the weekend prior to opening of the WEG.**

These cultural and artistic events will attract a wide range of Italians and foreigners to make Rome and Verona an immense world stage, where a visit to see the WEG will turn into an unforgettable experience for all, whether alone or in groups.

The programme will have a dual purpose:

1. To celebrate the WEG through a number of powerful, alluring events that will definitely draw international attention and the media's gaze, thus giving a broader platform to the values put forward by FEI
2. To turn every visit to Rome and Verona in that specific weeks into an unforgettable experience and to give a chance for visitors to take in the tourist highlights, culture and food and wine of the host city and the rest of the region.

The inspiration for all these events and shows will naturally be the theme of equestrian sports in particular, linked to the many beauties and features of Rome and Verona:

- cultural heritage;
- universality;
- contemporary spirit;
- innovation;
- cultural dialogue.

All of the events will be planned in some of the most iconic places in Rome and Verona bearing in mind

that **the WEG must become an integral part of the territory and be imbued with a lively, joyful and interesting atmosphere** that lasts throughout the whole period of the event.

CREATING A SCHEDULE OF EVENTS: BRINGING TOGETHER ALL THE ORGANISING BODIES

Rome and Verona are certainly among the world points of reference when it comes to art, culture, creativity, science and sport. **The Organising Committee of the WEG will start by making the most of the events that would naturally be held in the opening of the year 2022/23**, flavouring them with a distinct "World Equestrian Games" feel. The various organisers will be called on and invited to design their opening of the season around this event, ideally weaving in an international dimension.

One advantage of adopting this methodology is that it will ensure the optimal use of resources already budgeted by the various institutions, creating a programme that follows the guiding thread of the FEI and the WEG.

In this way, the Organising Committee's additional resources can be allocated to major events that will draw substantial media attention (e.g. the opening and closing ceremonies).

THE PROGRAMME OF ACTIVITIES

The Cultural Programme will focus on five main themes:

- A · ART
- B · MUSIC
- C · THEATRE
- D · CINEMA
- E · CREATIVITY AND FASHION

Each of these areas will have its own bounteous series of events that will be concentrated during the week in

which the WEG is staged, thus enriching the visitor's experience. Some suggestions that will be possibly discussed in the years to come with relevant cultural institutions are listed below.

A · ART

Major exhibitions will be held in celebration of the cities' most important cultural foundations and museums.

For instance, the recently refurbished Emperor Augustus' archaeological site of Ara Pacis, that is normally used to host art and cultural exhibition, might be the suitable location to host a photograph exhibition on equestrian sports, to celebrate the myth of this unique relation between horses and human beings. In Verona, the Museum Castelvecchio could organise a dedicated art exhibition, with masterpieces from different painters, sculptors and artists that focused their artwork on horses throughout the centuries.

B · MUSIC

The universal language of music is an ideal and traditional collateral to an event such as the WEG. **Rome is one of the great music capitals of the world** and provides a vast and varied array offering of music. Besides the Opera Theatre and the stunning location of the Caracalla Baths for summer opera performances, a number of other outstanding locations regularly host pop music concerts, jazz, contemporary music and ethnic performances.

Verona is in itself one of the cradles of opera singing in the world, with the Opera Festival held every year since 1913 at the Arena.

In 2022 the summer season will be exceptionally extended to incorporate Opera and shows until the final week end of the WEG: it is important to recall that the Opera performances organised this year (including among others Puccini's Tosca, Verdi's "Traviata" and "Aida", Bizet's "Carmen") together with some international pop star concerts (Ennio Morricone and Elton John) and ballets (Roberto Bolle) will help break another record in terms of tickets sold.



C · THEATRE

Rome and Verona have always been cities of shows and performances. Theatre is, perhaps, the art form most closely tied to the cultural traditions of different countries. All civilisations have created some form of theatre to interpret reality and to explore local habits and vices with a view to understanding universal principles and values.

The most important theatres in the two cities will be encouraged to build up their 2022/2023 programmes with a special attention to the WEG.

Dance will also play a special role in the overall programme of events.

D · CINEMA

The languages of vision - cinema, Web, video, television, documentaries, advertising - will be given plenty of space during the WEG.

For instance, Rome and the cinema are strictly tied to each other. Hollywood on the Tiber is a phrase used to describe the period in the 1950s and 1960s when the Italian capital of Rome emerged as a major location for international filmmaking attracting a large number of foreign productions to the Cinecittà studios.

Rome and Verona are two of the most visually alluring and historically resonant cities in the world. Thanks also to the decision of the Ministry of Culture to sweeten the tax credits provided to foreign movie companies, Italy is again the base of many international film productions.

E · CREATIVITY AND FASHION

One of the features for which Rome, Verona and Italy in general are renowned in the world is the chance to explore human creativity and ingenuity in all its forms, to serve as a catalyst for future trends and provide ideas for innovations particularly in the field of fashion and design.

Rome is seen as one of the major creativity hubs also in areas such as business and others forms of expression (communication, advertising, multimedia).

Exhibitions from the most famous Italian Fashion brands could be also held in connection to the WEG, as it happened in the past for other major events like the Milano 2015 World Expo.



16. SPECTATORS FACILITIES

16.1 SPECTATORS TRANSPORT CONCEPT AND SERVICES AVAILABLE

The WEG 2022 mobility plan will rely upon the existing railway and motorway network, and more generally, the public transport network that will be able to count on dedicated lanes within selected routes.

This will ensure absolute priority to the movement of athletes, members of the FEI and the National federations, dignitaries, media, sponsors, workforce and spectators, in order to facilitate the Games experience at all levels.

Dedicated shuttles will be offered to any client to strengthen the Park and Ride (P & R) / Train & Ride (T & R) systems and the intermodality of the Rome Verona 2022 Games transport strategy.

Therefore, our transport strategy will ensure reliability and efficiency for:

- short transfers by dedicated bus shuttles for Athletes and NFs, who will have their accommodation within 50 minutes travel time to relevant competition venues;
- high-speed train journeys between Rome and Verona for any accredited Games stakeholder;
- dedicated bus shuttles for FEI guests, including Media and workforce from/to main high speed train station in Rome and Verona to any competition venue;
- dedicated bus shuttles for the general public from any official Games transport system P&R and/or train station to any competition venue;
- direct “WEG 2022” Bus services operated by luxury coaches from city centers/hubs that will allow spectators to comfortably reach the competition venues directly from Rome and Verona (service to be sold in combination with Park & Ride system);
- complementary private buses of tour operators.

Finally, due to the elements of inter-modality and the introduction of information systems in real time, as well as P & R systems that can be activated by filling / cascading with the introduction of special traffic and parking permits (VAPPS), there will be no disturbance to ordinary traffic.

A comprehensive description of facilities and service levels for spectators is presented in chapter 22.3.

16.2 FOOD & BEVERAGE

Food and beverage services are an integral aspect of the overall WEG experience. In addition to meeting the needs of the Games participants, they provide an opportunity to showcase the cultural heritage and cuisine of Italy and of the Host Regions, which is unanimously appreciated all over the world, making our country a top-class destination also for these aspects.

For the Food and Beverage area, our vision and strategy is based on key success factors including:

- providing efficient, accessible and sanitary food and beverage services (including free drinking water at all venues) for all stakeholder groups, with distinct requirements for certain groups and facilities;
- paying attention to the quality of the concept, of the design of the space and furnishings used;
- ensuring visibility to local producers and priority to local products, not only to highlight the regional know-how and specialities but also for sustainability purposes;
- considering other food service issues that impact the Games experience, including the diversity of offerings, queue management and stakeholders’ cultural, religious and dietary sensibilities;
- developing commercial partnerships in the food and beverage sector, in full compliance with FEI’s rules, with potential positive impact on budget;



- ensuring that all food and beverages served at the venues respect high standards of animal welfare both for animals that are raised for meat and for dairy products;
- applying in all venues a waste separation and recycling process, with the objective of recycling 65% of food and beverage waste and packaging;
- 100% banning on food & beverage single-use plastics (tableware, straws, etc.) and packaging;
- using washable - rather than disposable - tableware and tablecloths (if disposable tableware is used, it will be made of 100% biodegradable and compostable material, so that it can be sent to composting-digesting centres);
- promoting innovative projects, with the support of non-profit organisations, to organise the recovery of unconsumed food and about-to-expire unsold food products in all venues, with a target of recovering 100% of unused food.

The selection of a master caterer in each venue to oversee all aspects of food and beverage service delivery will be done following specific calls.

For all the venues, we will submit to the FEI for approval a plan detailing the provision of food and beverage services to all stakeholders groups, including spectators; this plan will be developed with the view to maximising use of existing kitchen facilities and optimising food and beverage services whenever possible (i.e. warm or cold menus, hours of services, etc.).

The following services for each stakeholders' category will be available at the venues:

A · ATHLETES, TEAM OFFICIALS VETERINARIANS, CHEF'S D'EQUIPE, GROOMS AND CHEFS DE MISSION

Our policy of putting the athletes centre-stage will also build on excellent catering services with highly nutritional and sanitary quality.

Refreshments will be provided to athletes, team officials and the other categories listed above in the athletes lounges.

Food and beverage at the venues will be available both during training and at least three hours prior to start and one hour following the end of the competitions.

Such services will include both hot meals and a variety of other food (soup, yogurt, milk, fresh fruits, energy bars, sweet and salty snacks, etc.) on a reasonable rotation.

A mini market and a laundry room will be located in each Games Village to facilitate athletes' daily life.

B · MEDIA AND BROADCASTERS

Catering is regarded as an essential service to international media, who follow a demanding schedule throughout the WEG and is a critical success factor for Media operations.

The media centre in each venue will have lounge providing a dining area for the working media with a self-service restaurants with a choice of starters, hot main courses, salads, desserts and drinks.



CATV monitors will be strategically placed to allow them to follow the competitions.

The eating areas will accommodate approximately up to 1,000 people. If necessary, satellite food and beverage outlets will be also provided, where hot and cold meals and drinks will be available.

C · WEG FAMILY AND DIGNITARIES

Dedicated restaurants and catering services will be located in each venue. The eating areas will accommodate approximately up to 300 people

D · WORKFORCE

The workforce is comprised of three groups:

- *Paid staff.*
- *Volunteers.*
- *Accredited contractors.*

The Organising Committee will provide free meals to all paid staff and volunteers in a dedicated dining area in each venue. Accredited contractors will be entitled to access the workforce dining area by purchasing meal vouchers.

16.3 ENTERTAINMENT AND FAN ZONES

The Games Villages will be the centre of the Equestrian World Championships providing unique and unforgettable moments to all spectators, in a family-friendly environment where interactive horse experiences, shows, music concerts will be part of the programme.

It will be an opportunity not only for the many breeders and other horse enthusiasts but also for the general audience who has not yet been acquainted with the equestrian world to experience the sensational atmosphere of the WEG and possibly continue



this experience in the future by encouraging young generations to practice equestrian sports .

The Games' village alone will be a fantastic illustration of the event's prestige. The concept will be developed at a later stage, in full synergy with and under the supervision of FEI, in order make sure that it will catch the true spirit of the WEG. To this end, we will leverage on the successful experience of previous editions like Normandy and Tryon, by adding obviously a unique Italian touch to make all visitors feel at home, inspired by our vision to unite people in sharing their Games-time experiences.

The concept will follow the typical feature of Rome and Verona's urban green spaces and piazzas, as a tool to develop community spirit and to showcase the Italian passion, style and high quality of services and entertainment. The Village will embrace creative thought, innovation and technology, building on Italy's position as the second largest manufacturing country in Europe.

This approach, working with some of Italy's 'hi-tech clusters', will be used to fully explore the opportunities that bidding for and hosting the WEG can bring and the resultant benefits to be delivered.

Without anticipating possible WEG Games Village opportunities, we can illustrate below some characteristics of the village and of possible entertainment areas:

- A · The village will be open from 10.00 a.m. to 10.00 p.m. for 12 hours of entertainment (with shows, beginners' courses, discoveries, musical and equestrian entertainers, demonstrations of the industry's skills and disciplines, mini-stables, partners and exhibitors' stands and restaurants).
- B · The village will be accessible free of charge to those with tickets for the competitions (for the others, entry costs will be kept low to encourage local public and families participation).
- C · The vendors boulevard will be an outstanding showcasing opportunities for all concessionaries. High-end shopping opportunities with top-class Italian and international brands will be also available. Also interactive sponsor showcasing of products will add greatly to the experience: displays that provide a touch and feel element to their promotion are well received by the public and greatly enhance the sponsors leveraging of their involvement into the WEG.
- D · The official merchandising mega-store will provide the full range of Roma Verona 2022 WEG-branded products and souvenirs on sale (including stuffed animals and dolls of the WEG' mascots, baseball caps, t-shirts, magnets, pins, mugs, local food and wine products, etc.), and will be joining the other stores and kiosks already operating throughout the host cities and the country.
- E · A Games Village arena will be set up for sport demonstration, horse parade, etc. and for night concerts, featuring some of the most renown Italian and international artists, in a broad and eclectic programme that will mix pop, rock, soul, country, folk, R&B to cater for all kind of tastes

- F · A dedicated horse-themed children's area will propose attractions including bounce horse, kid-safe 'bucking broncos', pony riding, special courses on the care and handling of a pony on grass, thematic and creative workshops, etc.
- G · Horse-riding experience, through horse synthesizers simulating different speeds and ground conditions for an educational and training purpose. By removing all the factors of the living horse, riders can learn to concentrate (with the help of an instructor) on correct posture and position. This virtual riding experience will be guided by an instructor who will provide all needed information and advice, including the choice of the saddle for an in-village riding lesson
- H · Equine wellbeing courses and games will also be proposed. Following the experience of Normandy 2014, we will combine state-of-the-art technology to teach people about horses health, with a digital tablet allowing you to see "inside" the horse. It will be possible to learn how to make a preliminary diagnosis and decide what kinds of tests will pinpoint the issue. Videos and meetings with experts in equine behaviour will inform people how to listen to and understand horses' standard vital signs (heart rate and respiration) at rest and at work and watching the world from the horse's eyes on an exclusive computer-generated video
- I · Care for Nature - Care for life' area: this showcasing area will be totally focused on sustainability and energy savings and will inform all visitors on the sustainability programmes and initiatives adopted in the organisation of the WEG (materials and building techniques, maintenance on green areas, waste management and disposal, rainwater collection and recovery, ecological farming, unconsumed food collection, and all other initiatives to minimise the Games' impact on the environment and promote good practices) There will also be practical games

like stationary bike posts to recharge the mobile phones or other electronic devices

- J · Future equestrian sports: a specific area will show how technology can influence and improve equine industry and equestrian sports: a virtual jump in 2040 will outline possible solutions that will be applicable in twenty years' time and possibly improve and upgrade the horses living conditions and the riding experience



- K · Excellent food-experience and catering opportunities *that will be divided into various spaces*:
 - restaurants offering different types of cuisine (regional, international, pizza, steakhouse, family-style with rotisserie meats and side dishes to share, "World Food" court);
 - bars promoting local products and traditions, like the not-to-be-missed Italian "aperitivo";
 - take-away stands with savoury and sweet food and a range of beverages;
 - food trucks with the possibility of tasting in particular the huge variety of local specialties and products;
 - bakery-points particularly specialised in sweet and salty Italian delicacies (including focaccia and pizzas, and other world renown Italian delicacies)
 - refreshment stands.



17.1 THE OVERALL MARKETING AND PROMOTIONAL STRATEGY OF ROMA VERONA 2022 WEG

Italy's strategy to invest in promoting equestrian sports and to communicate its potential for a sustainable, responsible and sport tourism can then easily combine with FEI's aim at promoting the event around the world.

Therefore, the Organising Committee will fully support the Roma Verona 2022 WEG in the development of a communication strategy based on two pillars, to be applied locally, nationally and internationally:

A · PROMOTE EQUESTRIAN SPORTS, FEI, AND ITS VALUES

- **Improve the visibility and importance of the FEI**, expand the outreach of its brand and touch people through all life's stages.
- **Promote equestrian sports in Italy**, thanks also to a special partnership with the main broadcasters in Italy, that has already declared its willingness to set up an overall cooperation framework to promote equestrian sports in the preparatory phase, through a cross-media campaign targeting different kind of audience (kids, youngsters, sport lovers, general audience, etc.).
- **Encourage young generations** to practice equestrian sports, and to develop an in-depth-knowledge of the values that are traditionally associated to these disciplines, thanks also to an educational programme for schools promoted in partnership with the Ministry of Education.

B · COMMUNICATE AND PROMOTE THE SUCCESS OF ROMA VERONA 2022 WEG

- **Nurture international interest for Roma Verona 2022 WEG.**
- **Encourage the participation of more Italian athletes into the WEG for future editions.**
- **Build strategic partnerships with the business community** to achieve the estimated level of sponsorship revenues and optimise the economic resources available for communication.
- **Promoting agreements with foreign tour operators** with the goal of creating ad-hoc package holidays dedicated to horse-oriented and equestrian sports tourism.
- **Boost up the media interest v/s Italy (and more specifically Rome and Verona) as a world class tourism destination, by using the WEG** as a significantly recognised event in 2022.
- **Use social networks in all its forms to create an unprecedented awareness of the event.**

TARGET GROUPS

The WEG is an event that speaks to and involves the entire sport world. To this end, several target groups can be identified in order to amplify the message that can be delivered by Rome, Verona and Italy in staging this unique, unforgettable event.

Each target group has specific elements and can make its own, specific contribution that, when combined with all other target groups, helps to achieve overall success.

The communication plan will help the Organising Committee reach every strategic target in order to ensure the WEG in Roma Verona 2022 receive maximum visibility, involvement and participation.

The following target groups have been outlined:

1 · HORSE-RIDING ATHLETES AND ENTHUSIASTS

Horse-riding lovers and equestrian sport amateurs are a powerful force for promoting the Roma Verona 2022 WEG. As such, they are both a target for promotion and a means of reaching a wider audience. A strong involvement in the coming years will be beneficial to:

- attract more spectators;
- increase the potential for TV broadcast and for media coverage;
- support the marketing and sponsorship programme;
- promote and strengthen equestrian tourism in Italy.

2 · GENERAL PUBLIC

FROM THE WORLD

A special programme to attract public from all over the world will be developed. We are fully aware that hosting WEG in two top-class destinations like Rome and Verona will attract not only an audience passionate for equestrian disciplines but also a wider public, that will take advantage of these stunning locations to come and attend the event.

The communication strategy will therefore focus on both targets by providing specific messages and promotional activities. In this regard, the abundance of Italian communities living abroad will be a special target, taking advantage of the strong ties that have been maintained with Italy.

If given the honour of hosting the 2022 WEG, the paramount priority for Rome and Verona will be to deliver a festival atmosphere at Games-time, capable of uniting different communities, cultures and traditions in a celebration of sport within the two cities' historic landscape, underpinned by an effective communication programme. To achieve these objectives, we will provide and promote a celebratory atmosphere for all





visitors and citizens, inspired by our vision to unite people in sharing their Games-time experiences. To maximise the use of Rome and Verona's heritage by using iconic settings that inspire and delight all visitors.

Rome and Italy's well developed tourism offer will allow all visitors to fully immerse themselves into the Italian culture. Opportunities to enjoy the Italian lifestyle will be woven into our operational concepts and Games-time experiences, using Rome and Verona's unforgettable heritage sites.

FROM ITALY

Our pre-Games promotional and communications programmes will inspire and engage people from all backgrounds, from local communities and from all over Italy. We will promote interest through a range of communication channels, building on the significant support that already exists.

Whilst we will promote the WEG to people of all ages, a strong focus will be on young people, including our WEG Education programme and associated sports development work. These programmes will:

- Educate people about equestrian sports, including the less popular sports;
- Promote interest in home-nation athletes and build excitement in advance of the competition;
- Use Ambassadors to promote engagement and interest in the Games, and in equestrian sports.

We will use the inspirational images and athlete stories to drive Sports Development programmes in the build-up to Games-time, fostering enthusiasm and support for the Games, as well as providing a valuable boost to both grassroots and elite sport.

FROM ROME AND VERONA:

People from the city and surroundings are fundamental for:

- Creating enthusiasm and consensus;
- Animating the cities during the event, with thousands of initiatives creating a unique atmosphere;
- Recruiting volunteers.

A strong participation from the local communities will be also encouraged by the extraordinary backdrop provided by the Cities of Rome and Verona, that will be an integrated component of this global spectacle, bringing value added to the most powerful and memorable moment, also for the global broadcast audience.

The City decoration programme to be developed in the centre of Rome and Verona will frame this important moment for history with the images and themes of the WEG and the Host Cities, in strict compliance with FEI's guidelines and with the recognition rights of the official sponsors of the event.

Special attention will be dedicated to the Fan Zones that will be located in the area of Piazza del Popolo and Piazza Bra and to world-renown iconic symbols of these cities (such as the Coliseum and the Arena).

The public will live a special experience, thanks to a "Look and Feel" that will be coordinated with that of the three venues in all its elements, including the livery and signage.

Starting from the Fan Zones, a fun trail will connect a number of iconic locations and buildings of special note throughout the city of Rome, that will be decorated with banners, flags, lighting decorations and other special elements.

The size, colour and placement of these elements, for maximum readability and contrast, will be established and reviewed on camera prior to production, in order to ensure a major effect also for TV broadcasters and to better diffuse the image of the WEG linked to that of Rome and Verona worldwide.

Also the main entrance roads to the cities, particularly those from the two major airports of Fiumicino and Ciampino in Rome and from Verona airport, will be appropriately dressed with the 2022 WEG "Look and Feel".

In full agreement with, and under the supervision of the FEI, potential opportunity to work in partnership with Longines and the other official sponsors and commercial partners will be also explored, in order to develop special visual communication programmes, starting from the Games Villages and the Fan Zones.



3 · EQUESTRIAN SPORT ORGANISATIONS

National Olympic Committees, National Equestrian Federations and the most prestigious equestrian sport clubs at international level will be encouraged to promote the Roma Verona 2022 WEG with special initiatives.

At domestic level, over 1,800 Italian Clubs will be included into a major campaign to promote the WEG in every corner of the country. The most important events in the preparatory phase will be important test events to measure the progressive increase in interest and participation. Dedicated ticketing programmes with hospitality packages will be set up to encourage participation.

Test events, to be organised as from October 2021, will be another tremendous opportunity to promote the

ticketing programme of the Games, by engaging the fans of the different disciplines in advance.

4 · AMBASSADORS

International and local ambassadors will further enhance the interest for the 2022 WEG. The number of celebrities who are passionate for equestrian sports is very high and diversified.

These people can be an exceptional way of bringing the Italy WEG 2022 even more in the spotlight and convince the general public about coming to Rome or Verona.

Ambassadors will include representatives from other sport disciplines, cinema, music, associations, culture, business community, etc.



5 · COMMERCIAL SPONSORSHIPS AND PARTNERSHIPS

Both multinational corporations and national companies can sponsor and support the WEG or related events. The Organising Committee is ready to support any special projects to increase attractiveness, including the creation of dedicated hospitality packages and the development of joint communication initiatives, in order to increase the overall visibility of the commercial partners and help them fully exploit their recognition rights connected to the sponsorship programme.

The communication, marketing, sponsorship and licensing activities are an integral part of the Organising Committee's communication plan to ensure consistent control over the messages and positioning and to safeguard the identity of the WEG.

The communication plan for the sponsors will consist of two phases:

A · On-boarding phase

Objectives:

- achieve a good level of awareness of the event with the target companies when the marketing programmes are launched.
- increase the interest of the target companies.
- raise the profile of the commercial partners when they close the agreements and give them visibility.

B. After-sale and recognition phase

This phase will follow the entry of companies as an integral part of the project. It will be scheduled during the period just prior to the event and will continue through the WEG until its conclusion. It will include various communication actions dedicated to the companies and promotional activities/events with the various targets.

The media mix will be determined based on an analysis of the individual targets and will utilise all the communication channels. Particular attention will be

focused on the pre-event period which will require actions to engage partners, build up and maintain awareness, culminating in the period just prior to the event and during the event.

Sponsoring companies and licensees will have the opportunity to enhance the marketing rights acquired. It will also prevent ambush marketing, as well as strengthen the roles of partner companies toward all targets.

It will include all the classic activities of advertising, media relations and promotion, from the launch of the marketing and sponsorship programme to the end of the event.

This will include the following activities:

- strategic communication to support the on-boarding and promotion of companies, to support the sell-out of the licensing products and brand protection activities;
- recognition: presence of company trademarks on the official communication tools;
- media relations to disseminate and promote the partnerships in all phases of planning;
- preventing ambush marketing activities;
- institutional and public relations activities;
- development of a crisis management plan;
- company hospitality activities.

6 · SCHOOL AND YOUNG GENERATIONS

Special programmes to disseminate passion for equestrian sports among the young generations will be promoted. It is renowned that kids are an extraordinary vehicle to attract a much wider public, because every child is a special "catalyst" for his/her own family, who can be easily involved in all the promotional activities ahead of the 2022 WEG.

The WEG Educational programme will bring a **potential school population of 8,8 million students (including primary, middle secondary and high**

schools) to get acquainted with equestrian sports, as well as with the values and ideals inspiring FEI.

Starting from the 2020/21 school year onwards, a digital school kit and a dedicated website will provide cross-disciplinary educational tools that teachers may use to develop a compelling programme to raise enthusiasm for the WEG among students.

The Educational programme will be operating into two phases.

PHASE 1:

The first phase will approximately start from school year 2020/21 until, the opening of the WEG. The main objective will be communication and preparation of the students to stimulate knowledge and practice of equestrian sports, to foster enthusiasm and interest towards the event.

Contents will be delivered through an educational kit for schools that will be downloaded by the a dedicated website, which includes an educational area and a space specifically aimed at school students.

Ideally, the programme will be structured into four thematic areas, one for each colour of the Italian flag - Green, White, Red plus Purple, which is the main colour of FEI - with specific themes and projects to be associated.

PURPLE: Athlete welfare, equal opportunity and a fair and ethical partnership with the horse are basic principles of FEI and of Equestrian sport. This area includes a series of actions aiming to educate and inform youth on how to approach sport, avoiding problems such as doping and eating disorders. Through this project, teachers will be invited to undertake a practical project with their students to create

good habits and promote a culture attentive to the values of a healthy and active life.

GREEN: Equestrian disciplines pay special attention to the environmental education of youth as the ecological future of the territory depends widely on their behaviour. This section of the programme will enhance the experience.

WHITE: Equestrian sports support values such as integrity, fair play and respect, which are fundamental ingredients of everyday life. As a world phenomenon, it can be a tool allowing to overcome cultural barriers and differences. This area includes various projects aiming to develop values and respect for the others, including inter-culturality, solidarity and education to peace. This Programme might include also solidarity actions and support to developing countries.

RED: The red ring represents the most important part of the Education Programme having as its main objective equestrian disciplines and their regulations, in order to teach students the basic rules will be part of the school curriculum as well.

The project will include the creation of a web portal, in partnership with the MIUR, that will record all the school sport initiatives carried out. It will also be possible to download teaching materials and upload best practice examples promoted by schools and sports clubs.

To ensure maximum visibility to the project, FISE and the Ministry of Education will host meetings with teachers, school administrators and the network of sports associations.

Specific projects that have already been successfully implemented by the Italian National Olympic Committee - CONI will be further enhanced and focused on

equestrian sports, such as:

- **Sport di classe:** This ‘motor literacy’ project has been fully operational since 2014/15 involving more than 5,500 schools, 42,000 classes and 850,000 children who have been encouraged to practice new sports and develop their motor skills. Horse-riding will be integrated in the project since 2019/2020 school year, giving a new opportunity to students to get acquainted with equestrian sports, to learn the basic rules and practice.
- **EduCamp:** the project has been developed by CONI since 2010, organising summer camps whose educational scope is based on the Olympic Values. The offer includes multidisciplinary entertainment and socialisation and it is based on physical activities and outdoor recreational activities customised for different ages. The project is spread in about 60 locations and involves more than 30,000 children between the ages of 5 and 14 years - in primary and secondary schools. Irrespective of the final outcome of the bid for Roma Verona 2022 WEG, FISE will:
 - identify suitable locations to include equestrian sports;
 - involve federal coaches who will monitor the training programmes;
 - develop a variety of youth activity programmes.

PHASE 2:

During both the WEG in 2022 and the events in the leading phase, special projects will be activated to complete the educational path commenced in the previous years.

- During the event, students will be involved in special initiatives to welcome the athletes and in general the WEG family, and hopefully to meet them in a series of dedicated events.
- A special ticketing programme for schools will also promote students’ attendance during some of the scheduled competitions.

- Volunteering will be also promoted in high schools, with special programmes dedicated to students aged 16+. Thanks to specific agreements with the schools involved, this volunteering experience will be considered as a “curricular activity”, in the framework of a mandatory traineeship period that all students have to do (the so-called **Alternanza scuola-lavoro**).

The second phase will continue the Educational Programme after the WEG and will be hopefully the truly soft legacy of the event: the school kit will be periodically updated and the projects in partnership with CONI will continue.

17.2 MEDIA ENGAGEMENT STRATEGY

The Candidature Committee has already established two notable media partnerships in order to ensure the media coverage of the WEG, with two of the most accredited agencies in Italy, when it comes to Equestrian Sports:

- Riffeser;
- Equiequipe;

A short description of the above partners’ well proven experience is in the annex.

The media communication strategy will accompany the whole event lifecycle. It will be a 32 month journey involving all target groups with different interests and objectives, which will converge to make this event a success.

The media are a target group, but first and foremost they are a tool to reach other target groups. The WEG Organising Committee will work hand-in-hand with FEI, FISE, local organising committees and will be supported by the important communication agencies, with a wide range of digital and communication tools - both traditional and innovative -to ensure an effective media mix both in terms of coverage and continual dissemination of the messages.



Media relations will focus on raising awareness among the press, radio, TV and the web regarding Roma Verona 2022 WEG. This will require good distribution of information and news and support for all communication activities.

Special attention will be given to the so-called social networks, by using specialists in viral communication to develop a dedicated plan and managing consequently the above tools.

17.3 CRISIS COMMUNICATION

Early development of thorough communication plans will include also a high-level WEG-time crisis plans, that will specify how the OCOG will work with stakeholders, e.g. FEI, commercial partners, NFs, in terms of issue and crisis management.

In particular, four basic types of crisis that can occur during an equestrian competition will be tackled with specific plans

- Competition related problem (i.e. major horse/rider/ spectator accident).
- Veterinary / judicial related problem (i.e. abuse).
- Discipline related problem i.e. competition rules or conditions.
- General organisational problems, such as transport, access, electrical breakdown, etc.

The Press Officer will be always involved in the crisis management team. The persons within the Organising Committee who are authorised to comment on the incident/accident will be clearly identified and a detailed plan of action will be agreed in advance.

17.4 DIGITAL AND SOCIAL MEDIA STRATEGY

Internet and social media have become powerful and cost-effective mediums for the promotion of Major Events. Digital and social media are important direct communication and marketing channels for the Organising Committee to engage a wider audience, with the objective of:

- building and strengthening the event's reputation and prestige, stimulating curiosity for FEI's stories, sharing the excitement;
- communicating the excellence and values represented by the event;
- promoting ticket sales;
- increasing the number of fans of equestrian sports, getting people involved and willing to participate.

We are aware that the design, content, features, usability, accessibility, availability, performance, security and consistency of WEG digital media will impact FEI and WEG brands.

Our digital media strategy will be a part of and strictly consistent with the broader WEG 2022 communication plan, in order to reflect the same brand message and visual identity standards.

The scope of the digital Media area will include all 2022 WEG public-facing internet and mobile properties, mobile applications and social media platforms, and similar platforms that may arise with technological evolutions. To ensure consistent messages, it will be developed in strict contact and coherence with other departments of the OC, such as marketing, legal, information management and technology.

Immediately after being selected to host the 2022 WEG, we will develop and submit a Digital Media general plan to FEI for approval which will include:

- content and initiatives plan (including release schedule and budget for all major initiatives);
- promotional plan (including SEO);

- social media plan;
- marketing partner recognition plan;
- technology management plan;
- organisational structure and stakeholder management plan;
- games-time digital media operational plan (including staffing, shifts, operational tasks, and incident management);
- legacy and transfer of IP plan;
- mobile application plan;
- results integration plan (including schedule, real-time results, medals, and athlete bios).

In addition, we will develop the Roma Verona 2022 Content and Initiatives plan to describe all planned initiatives with their corresponding objectives, target audiences, primary use cases, release schedule, integration points, Key Performance Indicators (KPI), stakeholders, management structures and key content and features.

Finally, we will elaborate a Promotional plan which will comprise specific tactics for building the digital brand and driving traffic including, but not limited to, Search Engine Optimisations (SEOs), content amplification and distribution, social media, search advertising, display advertising, link building, embeddable HTML components and prominence and visibility of the domain name on all official communication.

The key components of the overall digital media strategy and operational tools are described below.

OFFICIAL WEBSITE

A Website covering all the WEG content will be developed and operated from shortly after the city is awarded the WEG until 12 months post-Games, respecting the following parameters.

This website shall respect current international standards (including geo-targeting features and

accessibility) and be compatible with all main browsers and devices. The website shall be available in English, French and Italian. Further languages might be added upon evaluation of the most interested target groups in foreign countries.

The Games-time version of the website will be ready for public launch four months prior to the WEG.

Appropriate and innovative plans to generate revenues in relation to the website and other digital products will be developed in the framework of the marketing and sponsorship overall strategic plan.

SOCIAL MEDIA

All 2022 WEG-related social media strategy, channels or initiatives will be previously submitted and discussed with FEI to ensure strict coherence with FEI social media assets and to get the approval of any mobile applications to be developed. The Organising Committee will also ensure a consistent application of graphic design and user experience across all Digital Media.

The social media strategy will be carefully evaluated also on the basis of the brand and reputational risks in connection with a presence on social media platforms, especially in connection with user-generated content. The strategy will include measures to monitor and eventually take down any content that might harm the brand and the reputation of the Organising Committee, infringe rights on FEI brand properties, or constitutes ambush marketing. Dedicated crisis-communication plans will be elaborated for social media, to ensure prompt response in case of major crisis (both pre-Games and WEG-time).

18. LEGACY PLANS

18.1 OVERALL SUSTAINABILITY PLANS OF ROMA VERONA 2022 WEG

The Roma Verona 2022 WEG is committed to adopting a comprehensive approach to deliver a sustainable event, embedding the key values of environmental protection, social equity, social inclusion and economic growth of the local and national communities.

A number of actions will be implemented in this respect:

A · A KEY ROLE FOR SUSTAINABILITY WITHIN THE ORGANISING COMMITTEE

The sustainability approach and related criteria will be core drivers in the entire life cycle of the event. From an organisational point of view, **a dedicated unit reporting directly to the CEO, will be set up with the aim of correctly implementing the WEG** and to ensure coordination of all the other involved unit (Transport, Sanitation and Waste Management, Event Organisation, Procurement, Marketing & Sponsorship and Merchandising).

It will also liaise with the external partners and suppliers, who will be encouraged to adopt specific initiatives. The Sustainability and Legacy Department will include different skills and know-how (such as standards on sustainable events, circular economy, climate management, stakeholder engagement, offsetting and reuse) and will be leveraged by the experience of experts who have worked in the organisation of previous major events.

The Department will also be responsible for ensuring:

- the adoption of environmental and social criteria and standards within the entire organisation;
- the implementation of specific plans and programmes for the mitigation and/or compensation of environmental and social impacts and for maximising the value of the event;
- the development of an environmental communication strategy on the overall sustainability programme and stakeholder;
- engagement along the event life-cycle;
- the certification of the management system, according to the standard adopted;
- the launch of awareness-raising initiatives on the Games sustainability good practices, after the end of the Games;



- the coordination of best practices and support the achievement of long-term legacies of the Games;
- the reuse and recycling of goods and material at the end of the event.

B · A PRO-ACTIVE ENGAGEMENT STRATEGY

A continuous and coherent stakeholder engagement programme will be set up with the aim to include and involve different third parties and Organisations from the public and private sectors and from civil society.

This process will be aligned with the stakeholder categories suggested by ISO Standard 20121:2012 (the Stakeholder Engagement Standard 'AA1000SES' issued by AccountAbility in 2015, will also be taken into consideration).

C · A SOLID SUSTAINABILITY MANAGEMENT PLAN

The Roma Verona 2022 WEG will adopt the ISO 20121:2012 international standard (Event sustainability management systems - Requirements with guidance for use), in view of managing potential environmental, social and economic impacts in a coherent and integrated way, following the positive experience of other previous major events in Italy, such as the Milano 2015 World Expo.

The Sustainability Management System (SMS) will be:

- designed as from the Planning phase of the WEG, constantly revised and adapted to each phase of the event life cycle;
- integrated with key operations under direct control by the Organising Committee;
- extended also to other external partners who will be encouraged to adopt correct behaviour aligned with the Roma Verona 2022 WEG sustainability strategies and objectives;
- based on the full engagement of the stakeholders and regular reporting activity (GRI Guidelines will be adopted);
- certified by an accredited body.

D · SPECIFIC ENVIRONMENTAL INITIATIVES

Roma Verona 2022 will take a circular economy approach to deliver a great and sustainable edition of the WEG. To do so, the Organising Committee with the Environmental & Legacy Department will propose a number of initiatives including for example:

INFRASTRUCTURE DESIGN

The sustainability of temporary buildings and other overlays since their conception will be ensured by specific guidelines for the design, construction and dismantling phases integrating the environmental

criteria. Such guidelines will be inspired by international protocols such as Envision™ and/or LEED.

GREEN PROCUREMENT

The Roma Verona 2022 WEG will apply the complete set of Minimum Environmental Criteria, as defined by the Italian Ministry of Environment, in the purchasing processes. In addition, these bodies will apply further social and ethical criteria (labour standard, source traceability, fair trade, disadvantaged personnel protection, etc.) in selecting their products and services providers.

Particular attention will also be paid to maximising the use of recycled or renewable materials in the construction phase of permanent and temporary buildings, as well as during the venues fit-out.

Finally, the Organising Committee will publish Green & Social Procurement Guidelines to be addressed to all its partners, suppliers, licensing operators and the broadest range of actors involved.

These guidelines will provide specifications on the preferred green and sustainable characteristic of all services and products involved in the Games preparation and delivery (e.g. construction materials, furniture, equipment, food & beverage, clothing, merchandising, packaging, event organisation, maintenance and cleaning services, logistic and security services).

MOBILITY

The Roma Verona 2022 WEG considers sustainable mobility a key component of the overall sustainability strategy of the event and will focus on ensuring that any stakeholders, including general public and logistics operators, could move around the different venues in a comfortable, healthy and sustainable way.

Possible partnerships with the main car-sharing operators in Italy are being explored to rationalise private traffic.

Particular importance will also be given to low environmental impact means of transportation in general. This will improve the efficiency, accessibility, competitiveness, comfort and environmental sustainability of the 2026 transport operations. This will include bus fleet made up of electric vehicles, hybrid vehicles and the remaining part of diesel Euro 6.

Finally, the logistics systems of all the venues will be conceived to put together procurement, security and environmental sustainability needs.

Deliveries and maintenance activity will be carried out during the night, and the use of eco-friendly vehicles (Euro 6, hybrid vehicles, etc.) will be promoted throughout the supply chain.

FOOD & BEVERAGE SYSTEM

The Organising Committee will propose and implement specific initiatives, as described below:

- installing water kiosks in every venue to reduce the related logistical activities and avoid post-consumption packaging management.
- defining a set of mandatory rules for food operators to reduce packaging and to prevent waste generation:
- provision of water in jugs;
- using washable - rather than disposable - tableware and tablecloths, that will be made of 100% biodegradable and compostable material, meeting standard EN 13432, so that it can be sent to composting-digesting centres;
- with the support of non-profit organisations, organising the recovery of unconsumed food and about-to-expire unsold food products in all venue cities, with a target of recovering 100% of unused food.

SEPARATE WASTE COLLECTION

The Roma Verona 2022 WEG is committed to achieve the recycling of 65% of municipal and packaging waste.

To reach these targets the Roma Verona 2022 WEG will accurately:

- assess the quantity and quality of waste that will be produced at each venue;
- select the most suitable containers for each type of waste;
- organise an audit programme in each venue to monitor its performance.

A collection counter will be installed to assess the environmental benefits and indirect economic benefits derived from proper waste management (e.g. less CO2 emissions, reduction of raw materials use). A specific communication plan will be adopted to engage relevant stakeholders to promote knowledge of the positive effects of a correct daily behaviour.

GAMES ASSET REUSE

The Organising Committee is committed to guarantee high targets for post-WEG assets reuse. A comprehensive reuse programme will be defined aiming at ensuring a second life to the assets (e.g. IT hardware, equipment, sport equipment, clothing, memorabilia, gadgets).

WATER FOOTPRINT

The Roma Verona 2022 WEG will undergo a water footprint assessment compliant with ISO 14046 in order to:

- assess the magnitude of potential WEG-specific environmental impacts related to water;
- identify opportunities to reduce water-related potential impacts associated with the WEG during the whole event life-cycle;

- prepare a risk management strategy related to water;
- promote water efficiency and the optimisation of water management.

E · WORKFORCE AND SOCIAL RIGHTS

Building on the positive experience of previous major events like the Torino 2006 Winter Olympic Games and the Milano 2015 World Expo, Roma Verona 2022 WEG will define specific agreements with trade unions in order to:

- ensure correct labour relations and gender equality. Particular attention will be given to gender issues and to the most vulnerable categories of workers and volunteers;
- Promote specific skills-development of their staff and local communities involved in the Games concept;
- ensure the safety of the workplace during the construction, delivery and dissolution phases of the WEG, with a specific focus also on volunteers;
- develop a prevention and control system in full partnerships with trade unions, to ensure the legality and safety of the working environment and conditions as well as of the volunteers' activities.

F · MONITORING AND REPORTING

Our Sustainability Programme will be monitored regularly with reference to a set of baseline indicators and of expected output and results targets to be achieved. This monitoring exercise will:

- monitor the state of advancement of projects and initiatives set up for the WEG;
- identify corrective actions or integrative measures to minimise the impact of the WEG.

To this end, the Organising Committee will also periodically publish a Sustainability Report in compliance with the Sustainability Reporting Guidelines issued by Global Reporting Initiative (GRI).





18.2 TANGIBLE LEGACY

- **Elementa - Bracciano**
- **Pratoni del Vivaro**
- **Isola della Scala**

The 2022 WEG will provide a unique occasion to showcase the quality of the selected sport infrastructures in Rome and Verona, and to invest in renovating/upgrading those venues that need significant investments to continue being used on a regular basis.

This is the case for instance of Elementa which is currently being renovated by its private owner.

Such investments will pave the way for hosting major events in the future, and for attracting elite sport.

18.3 INTANGIBLE LEGACY

We are fully conscious that the WEG are an extraordinary opportunity to trigger positive effects both at local and at national level, and we are committed to use sport and the Games to enhance these effects on social, economic and environmental themes.

An overarching and comprehensive legacy programme will be set up from the beginning, with the support of all the stakeholders involved in the bid, to deliver long-lasting benefits in a broad range of areas.

This programme will put together all the projects that have been launched and implemented by each stakeholder plus other on-purpose legacy projects developed in association with the WEG by the Organising Committee.

Funding for the projects will mainly come from each single entity who will act as a Managing Authority for the projects to be designed and developed.

A set of output, result and impact indicators will be used to monitor and evaluate the outcomes of this legacy programme, in order to have a clear picture of the positive impact generated. The main priority axes of this legacy programme are described below.

A · SPORT

A.1 · Revamping the tradition of hosting major equestrian sports events

The investments that the venue owners have planned (see Chapter 7) to develop and upgrade *Elementa*, will provide a permanent legacy where elite athletes can

train and practice and where future major equestrian events can be hosted. These works will also enhance venue accessibility to make these venues more attractive to para-sport athletes and to national federations.

These investments will not only help to ensure that Italy maintains its reputation as a major international equestrian sporting events host of the highest quality, serving both local communities and athletes of the future, but they will also help to raise the profile of Rome and Verona as an equestrian sports tourism destination.

A.2 · Elite Sport promotion

The development of talent is one of CONI's key goals (and CIP's for Para-sport), together with the Italian Equestrian Federation. Hosting the Games will provide renewed impetus to many of these talent development programmes, such as:

- The 'excellent - athlete - excellent student' project, which financially supports the university career of elite athletes.
- The 'Pro riders training' project, whose objective is to train trainers to focus on physical preparation activities customised on the athletes' needs and characteristics.

In Italy, a new section of high schools dedicated to students with excellent sport results (the so-called Liceo Sportivo) has been set up. Thanks to specific agreements, the Federation will identify at least one school in each Italian Region to become specialised in equestrian sports, thus proposing targeted sport programmes to their students.

In addition, building on initiatives such as the 'dual career' project as well as the customised education calendar, the athletes will be supported to meet the training and competition demands of their sport.

A.3 · Grassroots Sport promotion

Attracting more and more children to start practicing equestrian sport is one of the key objectives of the Federation. At grassroot level, CONI has launched some initiatives within primary and secondary schools, to develop sport.

For example, the 'Scuole Aperte allo Sport' (Schools Open to Sport) project allows pupils aged between 11-13 to discover new sports and stimulate their passion for sport. The expansion of the Student Championships, together with initiatives to get more people, particularly young people, practising equestrian sports in organised sports club settings, will provide more opportunities for participation and progression.

Another project dedicated to athletes with impairments is 'Ogni sport oltre' (Every sport beyond), which the Italian Equestrian Federation has launched in 2018 for getting more athletes to approach and practice para-reining.

B · SOCIAL

Hosting the 2022 WEG will deliver a broad range of social benefits, using the power of sport to change lives. Several initiatives from CONI's Social Responsibility Plan, under the themes Sport and Social Development or Sport, Health and the Community, will be developed further to provide enhanced and accelerated benefits.



B.1 · Volunteering

Our volunteer recruitment strategy, targeting people from across Italy, but particularly those living in the host regions, will enhance the existing Italian database of volunteers that will provide the 'backbone' of the WEG spectators welcoming services.

The Games volunteering programme will also serve as a platform for social and personal development and promote more social interaction for an enhanced quality of life, team-building and social inclusion.

This enhanced volunteer network will generate a valuable resource to support future events.

B.2 · Educational programme

The Games will provide a 'kick start' for revitalising the public passion for equestrian sports and provide great opportunities to promote the values of friendship, fair play, excellence and respect throughout younger generations. Our WEG Educational Programme will inspire young people and stimulate passion for equestrian sports, with a digital toolkit that will be promoted in all primary middle and high schools in Italy as well as many projects that the programme will encourage schools to develop.



B.3 · Social and community cohesion

By promoting the active participation and involvement of local communities in the planning and redevelopment of local areas surrounding Games venues, we will enhance social and community cohesion, as well as community pride. A number of projects have already been launched:

- the ‘Sport Brothers’ campaign raises awareness of sport and integration in sports clubs (workers, officials, coaches), with the aid of a digital toolkit;
- CONI’s ‘Sport and Integration’ project. Since 2014, this project has used sport as a tool to counter racial discrimination and intolerance, and to promote multi-cultural understanding, inside and outside schools, including an educational ‘fair play’ campaign in schools;
- ‘Vincere da grandi’ (To Win as adults) which uses sport to promote social cohesion and development in disadvantaged areas where the risk of crime and social marginalisation is high;
- The ‘Joy SFF Summer Camp’ is a sport camp hosting (without charge) children from families that have been affected by the 2016 earthquake. This year, for the first time, it will include also equestrian sports.

C · ECONOMIC AND TOURISM

We will develop an economic impact analysis to estimate economic benefits from hosting the WEG. We will maximise these benefits through high-quality governance and forward-thinking leadership, engaging with business communities and tourism bodies across Italy to promote the many opportunities that hosting WEG will bring.

C.1 · hosting major events in future

Hosting WEG will give Roma and Verona the unique opportunity to demonstrate how important for the cities and the country is to invest in sport events, which are a catalyst for urban improvement.

A programme to attract more international events post-WEG will be developed by FISE in partnership with the Venue owners and the public stakeholders, in order to put forward the potential to become one of the major equestrian sports hub in the future.

C.2 · equestrian tourism offer

The WEG will help to build additional dynamic and innovative tourism products that will enrich the already wide offer of the Regions Veneto and Lazio, which are currently number 5 and 19 among the most preferred European regions as a touristic destination.

Equestrian tourism boasts 120,000 enthusiasts in Italy, in continuous growth, with dedicated proposals by travel agencies, farm holiday centres and stables offering visitors the chance to plan and book all kinds of horseback holidays, to discover the natural beauty and landscapes in various local settings.

Moreover, Fiera Verona has recently published the ‘Horseback Guide to Italy’ together with the Italian Touring Club and has launched ‘Horse Friendly’, the first certification that, through its own brand, highlights and connects all the kinds of realities providing services for saddleback tourism.

On 20th May 2019, the second National day of equestrian tourism has been celebrated, in order to highlight the strong potential of this product in Italy, thanks also to the great variety of landscape and the high-level support services for horse-riding lovers.

New dedicated horseback tourism packages will be developed in partnership with the Regional Tourism departments.

C.3 · attraction investments in the sport sector

Sport in Italy has achieved a relevant economic dimension, generating a total direct, indirect and induced impact of approximately 3% of the GDP.

All the main sport industry segments - sport performance, sport production and sport promotion - are constantly looking for innovative solutions to increase productivity, launch new ideas and better satisfy the final clients’ needs.

Verona, with its International Horses Exhibition, is already at the forefront in the equestrian sport sector,

with more than 160,000 visitors from more than 60 countries. The secret of such success lies in the ability to represent the entire sector in a complete and crossways manner, thanks to a formula that combines breeding, sport, business, tourism, entertainment and spectacular performances.

A specific programme to strengthen attractiveness for further investments in the sector will be developed for both Rome and Verona.

D · ENVIRONMENTAL

The Roma Verona 2022 WEG will act as a catalyst for change by promoting consideration and prioritisation of a number of environmental projects that will enhance the quality of life for all citizens.

The local authorities have increasingly embedded sustainability considerations into all public policies and venue development plans.

D.1 · adoption of sustainable policies

The development of enhanced sustainability and environmental practices will provide significant improvements to the natural environment, respect and awareness of environmentally-sensitive areas, and the creation of a more liveable, enjoyable, outdoor lifestyle, for which Italy is renowned.

FISE and CONI's path to sustainability is shaped in part by the commitment to achieving the Sustainable Development Goals (SDGs) launched by the UN in 2015. CONI, through single projects and activities, incorporates these goals into its global strategy and sustainability reporting processes.

The 2022 WEG will act as a catalyst to enhance environmental standards, by promoting actions for:

- climate & Air Quality related measures
- increase in the share of renewable energy (locally produced or supplied)
- application of the best energy efficient solution for infrastructures
- 100% LED outdoor lighting
- improvement in the % of the waste recycling, through appropriate separate waste collection

D.2 · improvement of sustainable public means of transportation

Sustainable public transport projects, like the improvement of the regional railways connection with Bracciano, will greatly enhance the quality of life for all residents and visitors. For example, sustainable mobility initiatives will promote public transport and reduce car use, further benefitting the environment.

Mobility improvements in the rural areas will provide for more connected communities, helping both citizens and visitors, in an innovative, sustainable way.



19. IMPORT / EXPORT OF HORSES

19.1 CONCEPT OF OPERATIONS TO SMOOTH THE IMPORT/EXPORT PROCEDURES

Roma Verona 2022 will appoint an Official International Shipping Agent in charge of organising and coordinating the smooth transfer of horses, their attendants and equipment, to and from the WEG venues.

In particular, the Shipping Agent will coordinate the import and export of all non-EU origin horses and will manage all necessary transport operations between the official ports of entry in the EU and the venues.

A detailed Equestrian Freight Manual will be issued at least 1 year before the event to illustrate the procedures to be followed by all National Federations (NFs) wishing to ship equestrian freight to the WEG 2022.

Building on our primary goal – to guarantee the health and safety of the horses competing at the Roma Verona 2022 WEG – our concept of operations is based on the following pillars:

1. Transport operations will be carefully planned and managed to be as smooth and safe as possible.
2. Dedicated and reserved areas will be available at the official ports of entry to receive the travelling horses and to ensure their comfort.
3. The Organising Committee will contribute a “last-mile” transportation cost for all horses eligible to be stabled on the venue arriving and departing inside the official arrival & departure windows in Italy to be defined by the OC in agreement with FEI and FISE. In particular, the OC will cover the following costs for all qualified Horses arriving and departing into/from an Official port of entry in the host country:
 - a. All landing & handling charges at the port of arrival in the host country
 - b. Trucking from the arrival airport only if going directly to and from the Games Venues.
 - c. All export & handling charges at the port of departure
 - d. Ministry costs for return health certification

Our shipping agent will work with us to determine the optimal entry point and time of arrival to optimise competition fitness. The shipping agent will coordinate all such arrivals and work to minimise all costs. Trucking will be undertaken on vehicles which meet all international transport standards.

Efficiencies will be made wherever feasible without jeopardising the operational standards excepted.





4. Our Official International Shipping Agent will work in synergy with all necessary stake holders regarding:

a. Arrivals/Departures

- Coordination of the arrival and departure of all horses to/from the WEG venues. Organisation of the transportation of all horses by road, air and sea as required.
- Provide a comprehensive service including all Health, Transport, Customs and Logistics formalities as required to ensure the successful transportation.

We anticipate that some 75% of competing horses will originate from Europe.

b. Import & Re-export Health requirements

A significant challenge to ensure the success of the equestrian events of the World Equestrian Games is to ensure that all nations that would like to compete in the equestrian events can do so.

Our Shipping Agent will anticipate and manage the health protocols with all participating nations.

c. Liaison with Veterinarians and Officials

Our Shipping Agent will undertake the liaison with all Authorities in regard to the sanitary conditions for import/export and the biosecurity status of the venue.

d. Hub Airports

We will identify suitable hub airports and provide airfreight options accordingly. Our Shipping Agent will undertake all operational planning and logistics at these hubs.

19.2 CONDITIONS OF IMPORTATION TO ITALY

At the time of the first veterinary examination, i.e. upon arrival of the Horses on the venue and before entering the stables, every Athlete is obliged to present a valid FEI passport or an FEI Recognition card cover on an approved passport as well as the health certificates which are required for transportation to the event:

- UK & Ireland Origin Horses: A valid DOCOM with TRACES notification.
- EU origin Horses: a health attestation for registered equidae according to the specimen of Annex II of Directive 2009/156 (as amended) and TRACES Notification.
- Non-EU origin Horses entering into the EU for a period of less than 90 days: a health certificate for registered equidae according to the specimen in Commission Decision 92/260 (as amended)
- Non-EU origin Horses entering into the EU for a period of more than 90 days: a health certificate for registered equidae according to the specimen in Commission Decision 93/197 (as amended)

The certificate must also be issued in Italian.

19.3 QUARANTINE REQUIREMENTS

The European Union authorises the free movement of horses within its member states, with the restriction that no symptoms of disease are present when crossing borders. The movement of horses amongst EU countries is possible through the completion of an ad hoc identification document provided by law.

For horses from EU countries, a passport is required for each animal, as well as an identification microchip.

For horses registered in non EU countries, temporary admission (for less than 90 days) is allowed on the condition that a specific health certificate is provided, to be completed by an official veterinarian of the exporting country, as prescribed by European Regulations.

If Rome is selected to host the 2022 WEG, a Memorandum of Understanding between the European Commission and the Italian Ministry of Health will be signed to further accelerate the application process. This process will be in place two years prior to the WEG to include test events, until one year after the Games.

19.4 NATIONAL VETERINARY AUTHORITIES

The Italian Equestrian Federation and the venue owners have an excellent relationship with the Ministry of Health as well as with the local health authorities.

The federation has been in contact with the highest authority of the National Vets Authorities, Dott. Silvio Borello, Director General of the Ministry of Health.

He has declared the Italian Territory fit to host a World Equestrian Games and has guaranteed the full support of the Ministry to facilitate the NFs and OC with bureaucratic procedures pertaining to the import/export of horses and the general biosecurity of the venues and Games.

Our shipping agent will create the Equestrian Freight Manual. All health requirements will be included in this document. Timeframes for residency, testing, vaccination, disease freedoms and certificate issuance will be included in detail in this document. Our shipping agent will be directly responsible for coordinating with all the Federations, Riders, Grooms and Team Staff to ensure that the requirements are understood and implemented accurately for every long listed horse.



20. VOLUNTEERS PROGRAMME

20.1 ESTIMATED NUMBERS OF VOLUNTEERS

The welcoming attitude of Italy is well-known around the world, having showed in the past a rich and distinctive tradition of social and civil commitment.

Building on the experience already shown in previous large events hosted in Rome and Italy (Torino 2006 Winter Olympic Games, 2009 World Aquatics Championships, 2010 World Volleyball Championships, Milano 2015 World Expo, 2016 Jubilee, etc.) the Organising Committee will launch a **dedicated programme to encourage a wide volunteers' participation before and during the event.**

The bid itself, in fact, has demonstrated how powerful volunteering can be to achieve brilliant results!

The Roma Verona 2022 WEG will be supported by an ad-hoc communication campaign in order to capture the interest of 18 to 35 years old youngsters, which is statistically the largest volunteer group serving during sport events. Among others, the following initiatives might be launched:

- involvement of clubs from all over Italy and neighbouring Mediterranean countries;
- educational programmes and other initiatives, such as agreements with universities to grant credits to students, training sessions and clinics dedicated to equestrian activities;
- partnerships with associations (charities, NGOs, no-profit organisations) to encourage their members to volunteer;
- hospitality programmes involving the local population for non-resident volunteers.

The estimation of the number of volunteers required has been done in close cooperation with all Local

Organising Committees, based on a benchmark with other similar events and on the main functional areas involved.

We forecast that to manage the WEG 2,000 volunteers will be required. In order to ensure a proper selection process, different recruitment channels will be activated:

- cooperation with Riding clubs located in the Rome and Verona areas and, if necessary, from all over Italy;
- sharing the selected group of volunteers annually involved in the Rome Piazza di Siena CSIO and in other major events held in Rome, like the “Internazionali di Tennis”;
- partnership with the university of Rome “Foro Italico” - Faculty of Sports Science;
- partnership with other universities in Rome and in the Veneto Region (Verona, Padua and Venice);
- EEF volunteer database (in development).

The main areas in which volunteers will provide support are:

MAIN AREAS OF ACTIVITY	SAMPLE TASKS
Athletes and teams services	· <i>Assisting athletes and teams</i>
Sport and competition management	· <i>Sport production</i> · <i>Assistance to all the required sport and competition control facilities</i>
Transport	· <i>Local transport</i> · <i>Help-desk at access points (e.g.: airport)</i> · <i>Parking</i>
Accreditation	· <i>Accreditation Centers</i>
Security and risk management	· <i>Checking admissions</i>
Veterinary and Medical Services	· <i>Assistance to on site medical units</i> · <i>Assistance to on site veterinary services</i> · <i>Assistance for humane and equine antidoping</i>
International Relations and protocol	· <i>Assisting official delegations and interpreting</i>
Spectators' services	· <i>Support to spectators</i> · <i>Information kiosks</i>
Press Operations	· <i>Press and media support</i>
ICT	· <i>ICT services and maintenance</i>

A more detailed list of services/activities has been drafted and is available upon request.

In addition, it is reasonable at this stage to plan a backup contingency (+5% of total volunteers) to cope with possible no-shows or limited availability.

20.2 VOLUNTEERS RECRUITMENT PLANS

Italy boasts a significant presence of voluntary organisations and no-profit solidarity-based initiatives in general. These have sprung up spontaneously in civil society and are deeply rooted in the many local communities.

The careful attention paid to the human factor will be the key to the programme’s success, in order to promote an “inclusive” approach and make them feel part of the WEG.

A vital contribution will be made by Riding Clubs and local voluntary organisations unit.

A specific Volunteers will be set up in the organisational chart to recruit Volunteers on the basis of the different Departments needs, with the aim of involving “the right people in the right place at the right time”.

Another essential aspect of the Function’s mission will be to create and maintain the best possible attitude among the volunteers, instilling strong motivation for the WEG.

For the recruitment, training and organisation of the volunteers, the Organising Committee will set up a dedicated **Volunteer Programme, to be launched in early 2021. Recruitment will be completed in March 2022.** The following actions will be implemented:

- establishing the number of volunteers requested, in terms of numbers and skills;
- launching the promotion campaign;

- receiving applications;
- selecting suitable people;
- planning general orientation training for all volunteers and specific training for Team Managers;
- managing communications with the volunteers and local volunteer associations involved;
- planning and managing the distribution of uniforms and accreditation;
- identifying potential “Presenting Sponsors” for the Volunteer Programme;
- assigning the volunteers to the requested tasks;
- arranging accommodation, meals during shifts, transportation and insurance.

2021									2022									
APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	
		Application Phase																
									Selection and Interview									
											Orientation Training							
													Assignments and Job specific Training					
														Job Scheduling				
																Accreditation and Uniform		

In addition, from a technological point of view, the Volunteers function will be responsible for programming and managing the information systems dedicated to the volunteers: the website to receive applications, the website’s interfaces with official WEG systems, the Staffing Information System and the Scheduling System (SCC), which will handle all work assignments and changes affecting volunteers during the WEG.

During the WEG, the volunteers will have to report to the staff check-in area, where, using bar-code readers directly connected to the SSC system, attendance checking and registration will be carried out.

At each check-in, the volunteer’s “job card” will be updated: such card will keep track of the days of service, and will be linked to an award distribution system. A final certificate and a medal will be delivered to all volunteers at the end of the WEG.

21. CLIMATE

21.1 ROME

During the weeks the Roma Verona 2022 WEG will take place, **Rome experiences ten hours of sunshine every day, and the temperatures during the competition hours averages at the mid to low twenties (Celsius).**

The probability of thunderstorms or precipitation for at least an hour is never greater than 10% thus allowing FEI to adopt a confident outlook that the 2022 WEG will mostly take place uninterrupted.

The climate in mid-October (TBC) in Rome provides a warm ambience which can enable WEG to be successful and participated also outside competition hours,

with exceptional course conditions and ideal atmosphere for all the fans wishing to gather in the Fan Zones and in the Games Village.

This will have a positive impact also on staff and volunteers as well as on athletes and horses who will feel comfortable and energised by the favourable weather conditions.

Spectators will be attracted to attend from around the world, which will make for compelling images to be broadcasted to the wider global audience.

Below the information regarding the two selected venues in Rome. With the climate conditions recorded on the first competition day in the past ten years.

City	Date	Av. Temperature	Min. Temperature	Max. Temperature	Av. Humidity %	Av. Wind km/h	Atm. Pressure mb	Weather Conditions
Rocca di Papa	13/10/18	19	13	25	62	9	1021	sunny
Rocca di Papa	13/10/17	17	12	23	74	6	1026	sunny/partly cloudy
Rocca di Papa	13/10/16	15	10	23	67	10	1014	sunny/partly cloudy
Rocca di Papa	13/10/15	20	17	22	83	22	1014	cloudy
Rocca di Papa	13/10/14	22	18	27	75	13	1015	sunny/partly cloudy
Rocca di Papa	13/10/13	19	14	24	80	5	1020	cloudy
Rocca di Papa	13/10/12	17	15	21	91	6	1011	sunny/partly cloudy
Rocca di Papa	13/10/11	19	14	24	80	7	1015	cloudy
Rocca di Papa	13/10/10	19	15	23	83	6	1005	cloudy
Rocca di Papa	13/10/09	12	7	18	59	6	1012	sunny/partly cloudy
City	Date	Av. Temperature	Min. Temperature	Max. Temperature	Av. Humidity %	Av. Wind km/h	Atm. Pressure mb	Weather Conditions
Bracciano	13/10/18	21	17	25	65	0	1023	sunny/partly cloudy
Bracciano	13/10/17	16	9	22	65	10	1026	sunny/partly cloudy
Bracciano	13/10/16	12	7	15	53	16	1014	sunny
Bracciano	13/10/15	16	8	22	76	11	1015	sunny/partly cloudy
Bracciano	13/10/14	22	17	27	50	11	1017	sunny/partly cloudy
Bracciano	13/10/13	17	14	21	78	11	1017	cloudy/rain
Bracciano	13/10/12	19	17	22	81	13	1010	cloudy
Bracciano	13/10/11	21	11	27	65	10	1018	sunny
Bracciano	13/10/10	16	11	20	73	13	1009	sunny/partly cloudy
Bracciano	13/10/09	17	11	23	82	15	n.d.	rain

21.2 VERONA

Similarly, also in Verona the climate is still very mild in October, as shown by the data in the table below.

This last competition will represent an excellent opportunity for the many spectators to come again to Italy and enjoy another stunning part of Italy, with an extraordinary experience for the special atmosphere and the cultural and visiting opportunities. This will make for ideal conditions for the 160KM Endurance track as well as optimum conditions for the welfare of the competing athletes (horses and riders).

City	Date	Av. Temperature	Min. Temperature	Max. Temperature	Av. Humidity %	Av. Wind km/h	Atm. Pressure mb	Weather Conditions
Isola della Scala	13/10/18	12	6	19	63	7	1022	sunny/partly cloudy
Isola della Scala	13/10/17	14	11	15	86	9	1013	rain
Isola della Scala	13/10/16	11	6	15	85	5	1016	cloudy
Isola della Scala	13/10/15	10	4	16	70	7	1015	sunny
Isola della Scala	13/10/14	14	9	18	43	9	1007	sunny/partly cloudy
Isola della Scala	13/10/13	17	16	19	86	4	1022	sunny/foggy
Isola della Scala	13/10/12	16	11	24	73	5	1019	sunny/partly cloudy
Isola della Scala	13/10/11	11	6	15	73	6	1023	sunny/partly cloudy
Isola della Scala	13/10/10	10	4	15	84	4	1024	sunny/partly cloudy
Isola della Scala	13/10/09	12	10	14	98	9	1007	rain



22. TRANSPORT PLAN

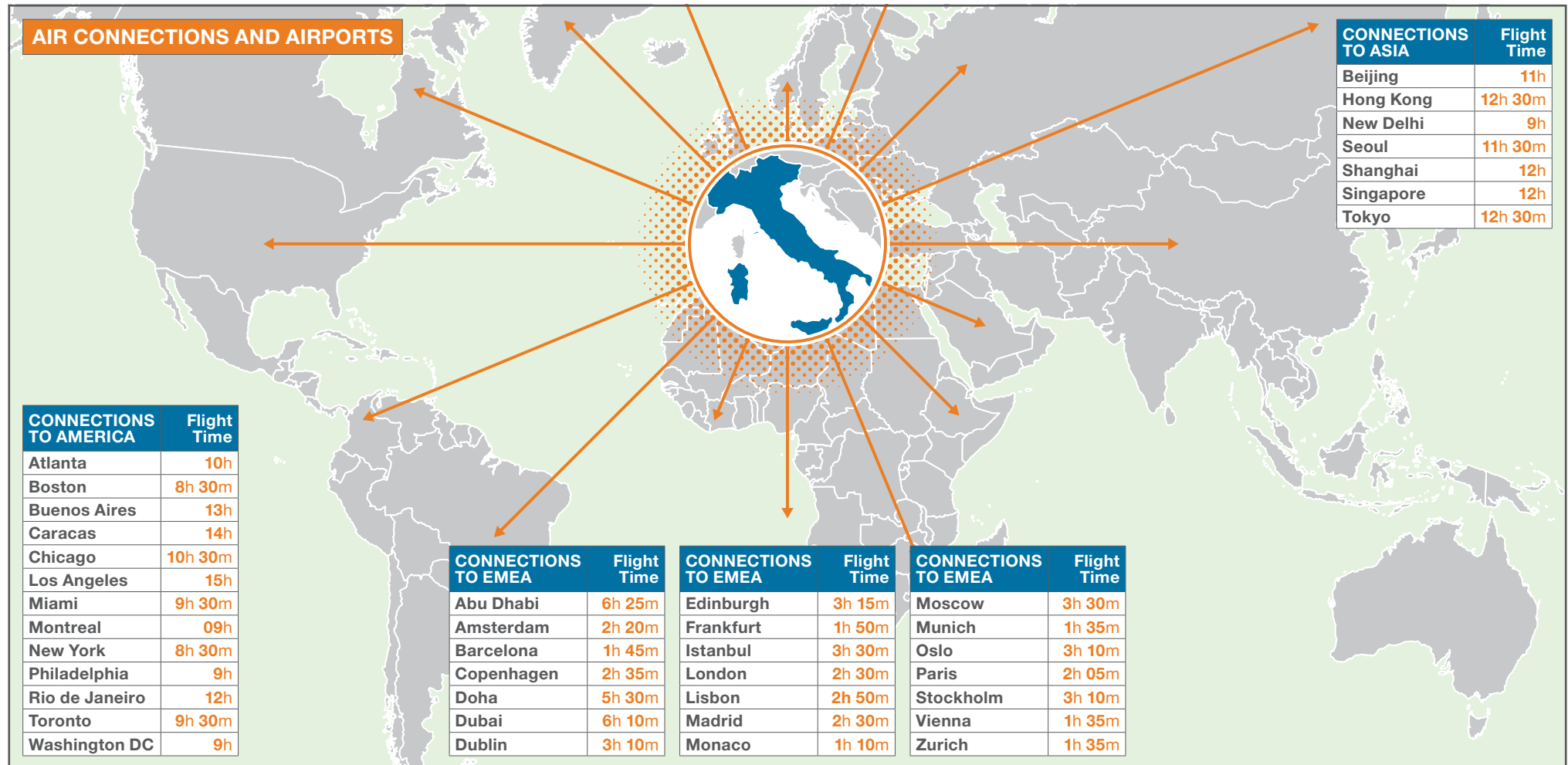
22.1 TRANSPORT INFRASTRUCTURES AVAILABLE IN THE HOST COUNTRY

The Roma Verona 2022 WEG candidature is characterised by the highest international accessibility standards and by a very strong and reliable infrastructure network; the Italian candidature can rely on road and

rail backbones between Rome and Verona as one of the strongest transport offers at European level, due to intermodality road-rail and also air transport modes.

Main official “ports of entry” would be identified in the Rome airport system (Roma Fiumicino FCO and Roma Ciampino CIA international airports) for Pratori

del Vivaro and Elementa Bracciano and in Verona international airport (VRN), together with networked international Venice Marco Polo (VCE) and Bergamo Orio al Serio (BGY) airports, for Isola della Scala. Rome and Verona, are also easily interconnected to main high speed railway network linking also to other main Italian other centres.



AIR CONNECTIONS AND AIRPORTS

Rome Airport system is structured to accommodate the demand of extra visitors arriving in Rome for WEG 2022 by air, and it includes:

- Rome Leonardo da Vinci International Airport (FCO), also simply known as Fiumicino Airport, is Italy's largest airport with annual traffic of 43 million passengers in 2018. The airport serves as the main Italian hub for several International Airlines. The airport currently handles all the principal international and intercontinental routes being connected to over 250 destinations in the world. There are more than 100 airlines operative at Fiumicino.
- Rome Ciampino - G. B. Pastine International Airport (CIA) has grown rapidly in recent years, becoming one of the leading Italian bases for low-cost flights. The low cost carriers have boosted Ciampino, being one of the fastest growing airports in Italy, 5 million passenger in recent years. Ciampino Airport can also act as a private jet airport.

The terminal of Rome Fiumicino airport is well connected by rail to the Stations of Roma Termini and Roma Tiburtina. Both terminals are also well connected by buses to the city centre given their proximity to the Grande Raccordo Anulare (GRA - the Rome ring road), with Ciampino situated only 15.5 km southeast of central Rome and to the main Motorway backbone in Italy (A1 - connecting Roma to Florence, Bologna and to Milan and/ or to Verona (via A22) to North, and Naples to South).

Verona - Isola della Scala would mainly rely on its international airport with almost 3.5 million passengers per year with connection to London, Paris and other main European hubs, which is part of a Veneto region airport network including also Venice Marco Polo (VCE) and Trento (TSF) international airports with an additional 10 million passengers. Within 1 hour and 30 minutes, lies Bergamo Orio al Serio (BGY) with 12 million passengers, as well as Milano Malpensa and

Linate international airports managing an additional 34 million passengers per year.

GROUND TRANSPORT (ROADS/MOTORWAYS AND RAILWAYS)

The mobility plan can rely upon a high-speed railway line, a capillary motorway network, and more generally a public transport network within cities due to Rome and Verona localisation on the main Italian national ground transport backbones.

ROMA - INTERNATIONAL GATEWAY ON NORTH-SOUTH CONNECTION

Rome is on North-South main line, connecting to Florence, Bologna and Milan and also to Naples and Salerno on trains reaching speeds of over 300 km/h with very high frequency services. A non-stop train journey between Rome and Milan now takes about 2 hours 40 minutes, and between Rome and Florence or Naples, only 1h 10 minutes.

Travel time between Rome and Verona by high-speed train is 2 hours 50 minutes, thus providing very fast connections between the two host cities for those stakeholders and for spectators wishing to both attend the events in Elementa/Pratoni del Vivaro near Rome and in Isola della Scala.

Railways are paired by the Motorway system, A1, linking with Bologna/Milano to North and with Napoli in southern direction.

Rome therefore is incredibly well served by ground transport, enhanced also by one of the strongest train station systems. Roma Termini is the main central station of the City, and the busiest in Italy, managing 150 million passengers a year with daily peaks of over 500,000. The second biggest city station is Roma Tiburtina, which is also serviced by high-speed trains,



and handles another 150,000 passengers a day. Additional WEG 2022 traffic demand will therefore be absorbed easily within the exist networks.

VERONA, HALF WAY BETWEEN MILANO AND VENICE

Verona is very well localised on main East -West ground transport italian backbone, which can rely mainly on a very strong motorway system (mainly A4) and high speed train network between Turin - Milan and Venice. Verona also acts an important role in the intersection with North-South axle, being on motorway A22 toward to Austria/Germany via Brenner, but also to Bologna, additional important motorway and highspeer railway epicenter on national level.

Milan - Venice connection is serviced by over 30 high speed trains a day on the East-West backbone, connecting two cities in 2 hours and 2 minutes journey by 2022. Trains stop in Verona which is almost in the middle of this very strong connection assuring journey times of approximately 1 hour from either direction; the same applies to/from Bologna, on the North-South high speed train connection, and then to Florence and Rome.





22.2 VENUES ACCESSIBILITY

Each proposed venue is well located for international airport connection, within 60 minutes driving time from its closest relevant facility. This accessibility level is even enhanced by train stations, with multiple options assured also by several regional and sub-urban train stations in their vicinity.

VENUES DISTANCES AND TRAVEL TIME TO/FROM AIRPORT AND TRAIN STATIONS

Pratoni del Vivaro, located in the South East area of Rome, is about 30 minutes driving (22km) from Ciampino (CIO) International Airport and relevant regional/sub-urban train station. Within 60 minutes driving there is also Roma Fiumicino (FCO) International Airport, about 55km via main ring road (G.R.A. - Grande Raccordo Anulare). Depending on traffic conditions, also Roma Termini main central train station is about 45-60 minutes, approximately the same travel time also to/from Roma Tiburtina train station. Therefore International and National accessibility is ensured by several options, which enforce the venue reliability in terms of transport needs.

Pratoni del Vivaro, is also reachable by regional and/or sub-urban train lines, as there are several smaller train stations for suburban services: Frascati and Albano Laziale on FL4 and Zagarolo train station on other suburban line with higher frequency as FL6 Roma-Colleferro/Cassino, are offering both a reliable double option in terms of seating availability; both stations are about 15 minutes travel time by shuttles to competition venue.

Elementa Bracciano, is in the Northern area of Rome, easily reachable from Roma Fiumicino (FCO) International Airport, about 55km, within 60 minutes travel time. Also Ciampino (CIO) International Airport is reachable in about 60 -75 minutes, depending on road condition, via main ring road (G.R.A. - Grande Raccordo Anulare); it is about at 75km distance.

There are also two options for regional train lines reaching Elementa Bracciano. Regional train line running along the sea-side, with multiple options to stop in Ladispoli and/or Santa Severa Nord, both within 30 minutes shuttle to competition venue (22-25km). On the opposite side, Bracciano train station, serviced by regional and sub-urban line with higher frequency as FL3, has a travel time to/from the venue of about 20 minutes (13km).

Isola della Scala is about 25km from Verona International airport, and about 20 km from main Train Station Verona Porta Nuova, both are less than 30 minutes driving to/from competition venue. There is also a regional train station in Isola della Scala, 5 minutes driving to venue; regional trains (line Bologna-Verona) regularly stop at this station.

22.3 SPECTATORS' TRANSPORT CONCEPT

In addition to a convenient international airport connection, each proposed venue relies on multiple train stations accessibility, which has to be intended as one of the main strengths of Roma Verona 2022 WEG candidature.

According to the assessment of WEG 2022 in conjunction with the general public coming to attend major events, the following model was applied according to venues capacities:

- Train & Ride system / Regional and suburban rail services would cope with 40%;
- Park & Ride system / Private cars could reach up to 25% (service combined with “direct WEG 2022 bus”);
- Direct “WEG 2022” Bus services operated by luxury coaches from city centers/hubs for another 25% (sellable service combined with Park&Ride system);
- Private buses of tour operators for the remaining 10%.

PRATONI DEL VIVARO

The decision to orient a large portion of the visitor flows towards regional and/or sub-urban train lines depends on the availability of several train stations within a radius of 15 Km.

Therefore Train&Ride and Park&Ride are seen as strategic for this particular concept.

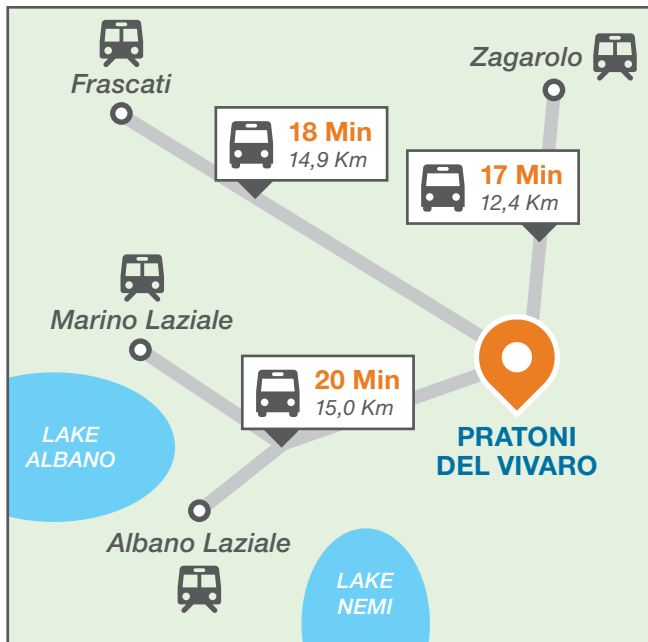
Considering an average attendance on peak days of 30,000-35,000 spectators attending the competition (including additional presences at the Games Village) at Pratoni del Vivaro, during two days (Tuesday 15th and 22nd October) the expected flows per mode of transport will be the following:

Transport mode	Modal split %	Passengers expected	Transport capacity	Notes / calculations
By Rail	40%	12,000 / 14,000	6,000 / 7,000 pax/h (2hrs bump-In/Out)	With two regional train lines, and three suitable train stations, an estimated capacity of 6-7,000 passenger is expected due to train service frequency increase. Estimated time to manage peak flow is 2 hours approx.
Private cars	25%	7,500 / 8,750	2,850 car parking spaces	Estimated average of 3,5 passengers per car as per international standard for mega event was applied to be assured by surrounding areas availability *
WEG Direct 2022 shuttles	25%	7,500 / 8,750	3,500 / 4,000 pax/h (2hrs bump-In/Out)	WEG 2022 will use a fleet of 80-85 buses (50 seaters) to be used 2 cycles/times per access. Special bus ticket fee to be defined.**
Private Busses by Tour Operators	10%	3,000 / 3,500	55 / 65 buses parking spaces	Estimated average of 45-48 passengers per bus/coaches (50-54 seaters) to be sold to main tour operators.

/ Both Parking admission fee and Special “WEG2022” direct bus will follow dynamic pricing approach in order to balance those two options in relation to fulfilment policy and to moderate rail network pressure.*



Pratoni del Vivaro, as written earlier, is accessible by regional and/or sub-urban train lines, as there are several train stations as Albano Laziale and Frascati (FL 4) within 15km. In addition, a suitable complementary solution is also offered by Zagarolo train station on another suburban line FL6 Roma-Colleferro/Cassino. Increasing both train lines frequency to every 15 minutes (4 train per hour), it would be possible to exceed a rail system capacity up to 3,000/3,500 passenger per hours for each line. Managing those passengers flows within 4 equivalent distance train station, with 15/25 minutes travel times represent a convenient solution for Train & Ride (30-40 bus shuttle provided by WEG 2022 are foreseen to manage last/first leg of spectator journey).



The specific orography on southern areas of Pratoni del Vivaro offers also suitable solutions for identifying appropriate car parking areas for Park & Ride and/or Park & Walk. This land availability will be considered also for Tour Operators Bus parking areas in proximity of the venue.



As a complementary service, WEG 2022 is planning to organise and sell special dedicated bus services from/to City center and/or every main transport Hub. This solution, with a reasonable ticket price, will offer spectators the possibility to reach venues on a direct and luxury long distances coaches. Due to Pratoni del Vivaro location, the main high-speed train station Roma Termini seems to be the most suitable origin for this kind of services, with a travel time of approximately 45 minutes upon traffic conditions and traffic active management system (nowadays the travel time during peak hours is 60 minutes approximately).

Ideally WEG 2022 would offer several departures to/from the venue to be pre-booked in terms of optimising bus usage, with a dynamic pricing approach as per Park & Ride options in order to balance those in relation to fulfilment policy and to moderate rail network pressure. Pratoni del Vivaro should count on 80-85 buses doing 2 services per day, offering a capacity of about 3,500 passenger per hour.



ELEMENTA BRACCIANO

Elementa Bracciano is characterised by two options for regional train lines. Venue accessibility is further enhanced by the vicinity of a military airport “Oscar Savini”, offering valid parking facilities. Therefore Train & Ride and even more suitable Park & Ride options are strong elements of the Venue spectator transport concept.

Elementa Bracciano according to its competition schedule, and venue size, has spectators peaks attendance of about 21,000 - 26,000 spectators (including additional presences at the Games Village) on Sunday 20th and Monday 21st October. Therefore the expected flows per mode of transport will be the following:

Transport mode	Modal split %	Passengers expected	Transport capacity	Notes / calculations
By Rail	40%	8,400 / 10,400	5,000 pax/h (2hrs bump-In/Out)	With two regional train line, and three suitable train stations an estimated capacity of over 5,000 is expected due to train service frequency increase. Estimated time to manage peak flow is 2 hours approx.
Private cars	25%	5,250 / 6,500	1,650 / 2,200 car parking spaces	Estimated average of 3 passengers per car seems to be safer, as international standard for mega event indicates 3.5pax/car. Parking admission fee to be defined.*
WEG Direct 2022 shuttles	25%	5,250 / 5,500	4,000 pax/h (1,5hrs bump-In/Out)	WEG 2022 will rely upon a fleet of 45-50 buses (50 seaters) to be used only once per access due to distance from Rome city centre. The same fleet used per Pratoni del Vivaro will operate also in as peaks days are different. Special bus ticket fee to be defined.**
Private Busses by Tour Operators	10%	2,100 / 2,500	40 / 50 buses parking spaces	Estimated average of 45-48 passengers per bus/coaches (50-54 seaters) to be sold to main tour operators.

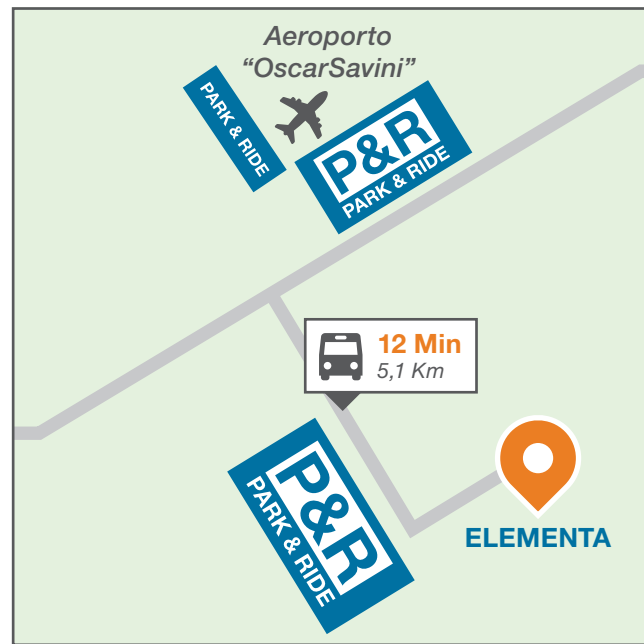
*/** Both Parking admission fee and Special “WEG2022” direct bus will follow dynamic pricing approach in order to balance those two options in relation to fulfilment policy and to moderate rail network pressure.*



Elementa Bracciano, as already written, can rely on two options for regional train lines: sea-side line with stops in Ladispoli and/or Santa Severa Nord (FL 5), both within 30 minutes shuttle travel time to competition venue (22-25km). At the opposite side, Bracciano train station, serviced by regional and sub-urban train line FL3, has a travel time to/from venue about 20 minutes (13km). This system offers a capacity of over 5,000 pax/hour during peak hours for both lines.



Military airport Oscar Savini vicinity with its land availability offers a very valid solution for Park & Ride with enough parking square meters for private cars within a reasonable distance from the venue. This solution has a very limited impact on bus shuttle provided by WEG 2022 for last/first leg of spectator journey, and might be suitable also for Tour Operators Bus parking areas.



Elementa Bracciano, having alternate peak days with Pratoni del Vivaro, would rely also on WEG 2022 special dedicated bus services from/to City centre and/or any main transport Hub.

Due to its location, main high speed train station Roma Tiburtina seems to be most convenient origin. Special traffic management measures will be activated in order to reduce to 55-60 minutes the travel time during peak hours in work days.

It has to be noted that we are currently having positive conversations with the relevant transport authorities to assess the feasibility of a junction directly connecting the motorway with the Provincial road SPc 2, which would further reduce the travel time of approximately 15-20 minutes from the centre of Rome, the airports and the hotels.

Ideally WEG 2022 would offer several departures to/from venue to be pre-booked in terms of optimising bus usage, of about 45-50 buses for 2 trips each during the day, offering a capacity of about 3,500 passengers per hour (buses shared with Pratoni del Vivaro fleet as peaks days are alternate, with same "dynamic pricing policy").



ISOLA DELLA SCALA

Isola della Scala venue has its own regional train station very convenient, within 5 minutes driving to venue access. Therefore Train & Ride and Park & Ride are seen as the most valuable options for this concept.

Considering an average attendance on peak days of 30,000 spectators attending the competition, due to Games Village capacity, the expected flows per mode of transport will be the following:

Transport mode	Modal split %	Passengers expected	Transport capacity	Notes / calculations
By Rail	40%	8,400 / 10,400	5,000 pax/h (2hrs bump-In/Out)	With two regional train line, and three suitable train stations an estimated capacity of over 5,000 is expected due to train service frequency increase. Estimated time to manage peak flow is 2 hours approx.
Private cars	25%	5,250 / 6,500	1,650 / 2,200 car parking spaces	Estimated average of 3 passengers per car seems to be safer, as international standard for mega event indicates 3.5pax/car. Parking admission fee to be defined.*
WEG Direct 2022 shuttles	25%	5,250 / 5,500	4,000 pax/h (1,5hrs bump-In/Out)	WEG 2022 will rely upon a fleet of 45-50 buses (50 seaters) to be used only once per access due to distance from Rome city centre. The same fleet used per Pratoni del Vivaro will operate also in as peaks days are different. Special bus ticket fee to be defined.**
Private Busses by Tour Operators	10%	2,100 / 2,500	40 / 50 buses parking spaces	Estimated average of 45-48 passengers per bus/coaches (50-54 seaters) to be sold to main tour operators.

/ Both Parking admission fee and Special "WEG2022" direct bus will follow dynamic pricing approach in order to balance those two options in relation to fulfilment policy and to moderate rail network pressure.*





Isola della Scala trains station vicinity, its regional and national line capacity and frequency (reaching over 6,000/8,000 passenger per hour), assure optimal venue spectator accessibility due to multiple train service directions (Verona and Bologna).

Also Verona is a suitable place to develop special dedicated bus services to 2022 WEG from/to City centre and/or any main transport Hub. Due to its

location, Verona Porta Nuova high speed train station represents the most convenient origin, with a travel time of approximately 30 minutes during peak hours (below google maps simulation at 18:00 during a working day).

Ideally WEG 2022 would offer several departures to/from venue to be pre-booked in terms of optimising bus usage, with a dynamic pricing approach in combination with Park and Ride options. For Isola della

Scala, a fleet of 40-45 buses has been considered (approximately 3-4 trips each), offering a capacity of about 3,600-4,000 passengers per hour.

Fiera del Riso (Fair Exhibition Centre) flat surrounding areas will be ideal for establishing Park & Rides, with an appropriate number of bus shuttle to be offered for last/first leg of spectator journey, and also most convenient Park & Walk solutions suitable also for Tour Operator buses.



23. ACCOMMODATION PLAN

23.1 ROOM INVENTORY

Being two well-known tourist destinations, **Rome and Verona welcome millions of visitors every year, with a broad and varied range of accommodation on offer, from luxury/five star hotels to one star/two star budget hotels, Bed & Breakfast and hostels.**

The following tables show the extensive existing hotel capacity in the provinces of Rome and Verona.

HOTEL CATEGORY	ROME	VERONA
* * * * *	4,139	190
* * * * *	24,629	1,427
* * *	13,102	1,204
* *	3,927	295
*	1,419	46
TOTAL	47,216	3,162

Leveraging on this wide capacity, the Roma Verona 2022 accommodation plan will provide all WEG stakeholders with comfortable, safe and convenient lodging in each competition cluster or in each city centre, according to FEI needs.

All accommodation facilities (hotels, and alternative accommodation) selected to host the WEG stakeholders will be fully accessible to people with impairments. In particular, as requested by the Italian Law (DPR n°236/89 and by Law 104/92), at least two accessible rooms every 40 rooms (or fraction of 40) in each facility are already designed and fitted to be suitable for wheelchair users.

We are committed to providing the best experience to the equestrian sport movement by ensuring a smooth





and easy booking process. For this reason, all accommodation options will be available starting from 1 year before the event to the WEG clients groups through a dedicated reservation system. In addition, a dedicated service will commence 30 days before and continue throughout the whole period of the Games. It will operate on a 24/7 basis to assist stakeholder subgroups with last-minute reservations of rooms in all clusters.

Finally, we are aware that an increase in accommodation pricing related to the high demand during the event is expected. In order to control and limit price pressure, we have already liaised with the main hotel associations in Italy to implement different actions.

To this end, a **Framework Agreement with hotel associations, tour operators and local authorities will be signed before November 2019 to establish a service level and a maximum room-rate** and to commit each associated hotel to apply the agreed room-rate during the Games.

The maximum room-rate will be the reference value for the implementation of a Monitoring Programme. The actual average room-rates will be collected from hotels, monitored and published in order to ensure price transparency. Moreover, periodical checks will be carried out to assess the reliability of the rates and of the quality of services provided by the hotels.

23.2 OFFICIAL HOTELS

Roma Verona 2022 will provide hotel accommodation free of charge, in a single room with breakfast for Athletes, Chefs de mission, Chefs d'Equipe, Team Veterinarians, Grooms, FEI Officials and FEI Delegates.

Thanks to the large availability of rooms, the Roma Verona 2022 Organising Committee will provide double rooms for the above mentioned Athletes, Chefs de Mission, Chefs d'Equipe and Team Veterinarians bringing a partner. Additional costs will be at the individual's own expense.

Limited accommodation at the NF or individual's expense will also be provided for people other than those belonging to the official team (e.g.: team doctors, physiotherapists, psychologists, farriers, etc.).

The proposed allocation plan offers all client groups accommodation to fit their needs, according to the general criteria reported in the FEI Operational Requirements. Minimising transfer times for each client group, and guaranteeing comfort and easy access to the venues, have been the main criteria to identify the official hotels identified below.

ELEMENTA - BRACCIANO ROME	Paid by	N. Pax	Hotel	Place	Room No.	Distance Show Ground	
NFs Teams*	OC	851	Hilton Garden INN Hotel	Fiumicino	282	51,2km/46 min.	*we consider that some athletes will sleep in their lorries
Extra NF staff	NF	170	Ergife Palace Hotel	Rome	704	52km/50 min.	
			Mercure Civitavecchi Sunbay Park Hotel	Civitavecchia	110	38,5km/40 min.	
1° sett. Officials	OC	55	QC Termeroma	Fiumicino	50	42km/49 min.	
			Agriturismo Casale di Gricciano	Cerveteri	10	15km/10 min.	TD, Vet commission
1° sett. Stewards	OC	18	Terme di Stigliano	Monterano	40	19km/27 min.	
2° sett. Officials	OC	58	QC Termeroma	Fiumicino	50	42km/49 min.	
			Agriturismo Casale di Gricciano	Cerveteri	10	15km/10 min.	TD, Vet commission
2° sett. Stewards	OC	42	Terme di Stigliano	Monterano	40	19km/27 min.	
Press + HB	own	1000	Hilton Rome Airport	Fiumicino	517	56km/48 min.	
			Hotel Sheraton Parco de Medici	Rome	782	56km/49 min.	
FEI Staff	OC	20	Agriturismo Bracciano vicinity	Bracciano		15km/10 min.	
Timekeeping	OC	20	Agriturismo Bracciano vicinity	Bracciano		15km/10 min.	
FEI Board	FEI	20	Rome Cavalieri Waldorf Astoria	Rome		Elementa 58km/Pratoni 53km	
FEI Pres.	OC	1	Rome Cavalieri Waldorf Astoria	Rome		Elementa 58km/Pratoni 53km	
FEI Seg. Gen.	OC	1	Rome Cavalieri Waldorf Astoria	Rome		Elementa 58km/Pratoni 53km	
PRATONI - ROCCA DI PAPA ROME	Paid by	N. Pax	Hotel	Place	Room No.	Distance Show Ground	
NFs Teams*	OC	189	Hotel Villa Tuscolana	Frascati	85	19km/26 min.	*we consider that some athletes will sleep in their lorries
Extra NF staff	NF	38	Park Hotel Villa Grazioli	Grottaferrata	60	14,7km/18 min.	
			Park Hotel Villa Ferrata	Grottaferrata	60	12,4km/15 min.	
1° sett. Officials	OC	27	La Locanda dei Ciocca	Grottaferrata	31	14km/16 min.	
1° sett. Stewards	OC	22	Agriturismo Iacchelli	Velletri	67	7,5km/6 min.	
2° sett. Officials	OC	31	La Locanda dei Ciocca	Grottaferrata	31	14km/16 min.	
2° sett. Stewards	OC	10	Agriturismo Iacchelli	Velletri	67	7,5km/6 min.	
Press + HB	own	100	Hotel Flora	Frascati	34	15,7km/19 min.	
			Hotel Villa Mercedes	Frascati	44	16,6km/21 min.	
			Grand Hotel helio Cabala	Marino	50	15,6km/18 min.	
FEI Staff	OC	10	Agriturismo Iacchelli	Velletri	67	7,5km/6 min.	
Timekeeping	OC	10	Agriturismo Iacchelli	Velletri	67	7,5km/6 min.	
FEI Board	FEI	-					
FEI Pres.	OC	-					
FEI Seg. Gen.	OC	-					
ISOLA DELLA SCALA - VERONA	Paid by	N. Pax	Hotel	Place	Room No.	Distance Show Ground	
NFs Teams	OC	176	Montemezzi Hotel	Vigazio	96	9,2km/10 min.	
Extra NF staff	NF	88	Airport Hotel	Villafranca di Verona	248	19,6km/21 min.	
Officials	OC	55	Hotel Cristallo	Castel d'Azzano	94	14,4km/17 min.	
Press + HB	own	100	Best Western CTC Hotel Verona	San Giovanni Lupatoto	100	22,3km/22 min.	
FEI Staff	OC	10	Hotel Cristallo	Castel d'Azzano	94	14,4km/17 min.	
Timekeeping	OC	10	Hotel Cristallo	Castel d'Azzano	94	14,4km/17 min.	
FEI Board	FEI	10	Hotel della Malapina	Castel d'Azzano	67	12,8km/15 min.	
FEI Pres.	OC	1	Hotel della Malapina	Castel d'Azzano	67	12,8km/15 min.	
FEI Seg. Gen.	OC	1	Hotel della Malapina	Castel d'Azzano	67	12,8km/15 min.	



Rome Verona 2022 will stipulate standard contracts inclusive of the aforementioned benefits within 60 days of being given the honour of hosting the 2022 World Equestrian Games.

23.3 GROOMS VILLAGES

A Grooms village will be arranged at a walking distance from each venue to allow Grooms to stay on-site and have 24/7 access to their horses and to the veterinary and farriers services which will be provided.

Each venue will provide enough space to host the teams' vans to allow the grooms, as well as the athletes who wish, to stay in their living areas during the Games. In addition, temporary lodgings will be installed by the Organising Committee to host those grooms who will not arrive in Italy with their own van.

The areas where the grooms villages will be developed, are already served by road connections, sewers, water supply, power supply and telecommunication technologies and they does not require major preparation works to host the temporary village.

23.4 MEDIA ACCOMMODATION

The Roma Verona 2022 accommodation plan is designed to welcome all media and broadcast operators, providing comfortable accommodation solutions to facilitate their WEG working experience and make them fully enjoy the games atmosphere that will permeate the venue cities.

The total number of rooms available in existing hotels and alternative accommodation in each of the clusters is sufficient to host the accredited media and broadcast operators without having to build new dedicated facilities.

23.5 SPECTATORS ACCOMMODATION

As already stated above, Rome, Verona and the venue cities have the significant capacity to host the required numbers for the 2022 World Equestrian Games.

The general public, therefore, have a wealth of choice in terms of location and calibre; with the additional benefits of an effective transport plan that encourages people to stay in Rome and Verona, we are confident that accommodation is one of the Unique Selling Points of this bid.

With more than 150,000 beds available in the City of Rome alone, Roma Verona 2022 can guarantee a broad offering to WEG spectators.

24. VISA REQUIREMENTS

24.1 EXISTING LEGISLATION ON IMMIGRATION AND ENTRY VISAS AND SPECIAL PROCEDURES FOR ROMA VERONA 2022 WEG

ENTRY VISA REQUIREMENTS

Italy is one of the European countries which allows the free circulation of people within the EU. It has also adopted the 'Schengen Treaty', along with some other EU countries and Switzerland, to provide a single external border with common control procedures.

Any EU citizen has the right to travel to Italy if in possession of a valid identity card or passport. The same procedures also apply to some non-EU member countries such as Switzerland, Norway, Iceland and Liechtenstein. Family members that are not citizens of an EU member State, but are travelling with a family member who is, are subject to the same procedures as the accompanying EU citizen.

All other citizens must enter Italy with a passport or other acceptable travel document and a visa issued by an embassy or Italian consulate in their country of origin. There are two types of visa:

- Short term visas for visits of up to three months granted for reasons such as work, freelance work, study/training, research, tourism, religious reasons, healthcare, transport or by invitation.
- Long term visas for visits exceeding 90 days, which can lead to the concession of a residence permit, are normally granted for the same reasons as above, plus adoptions, residency, family reunification or seasonal work.

APPLICATIONS TO STAY FOR REASONS ASSOCIATED WITH THE WEG

Italy has extensive experience of implementing accelerated and automatic procedures for issuing visas for the accredited people participating in major events (Torino 2006 Winter Olympic Games, Milano 2015 World Expo, etc.).

Similar procedures will be adopted again for 2022, by introducing measures to accelerate visas for FEI members and all the accreditation right-holders.

A short-term multiple-entry visa will be issued for a stay of no longer than ninety days for the duration of WEG. No fee would be required for this service.

The procedure of applying for and obtaining visas will be accelerated for all WEG-related personnel, both for the WEG and for all test events. The Visa Centre of the Ministry of Foreign Affairs will coordinate the international consular network and allow applicants (including athletes, officials, National Federations, media, broadcasters, personnel from sponsor companies, etc.) to automatically submit visa requests when applying for accreditation to WEG.

WORKING PERMITS

All EU citizens can work in Italy without a specific work permit, but must be registered with their Italian municipality of residence if they plan to stay in Italy for more than three months.

For non-UE citizens, who do not need to stay for more than 90 days, a short-term visa is issued. In this case

it is not necessary to apply for a residence permit, but the declaration of presence will be sufficient (border stamp if coming from an Extra-Schengen State or declaration of presence at the Police headquarters if coming from an international border).

For non-EU citizens, an application for a work permit must be submitted by an Italian employer on the employee's behalf.

Applications are submitted to the Immigration Office (**Sportello Unico d'Immigrazione**), together with the proposed employment contract and proof of adequate accommodation in Italy. These applications are also reviewed by the Italian Labour Office (**Ufficio del Lavoro**) and the Central Police Station (**Questura**).

If the application is successful, a work permit is issued, valid for a maximum of nine months for seasonal employment contracts, and a maximum of two years for open-ended employment contracts, with the right for the employee to request renewal.

The standard time to obtain an Italian work permit is 60 days from the date of request.

For the Roma Verona 2022 WEG, the Italian Government will adopt simplified and accelerated procedures, in co-operation with the relevant European authorities, to issue specific regulations for accelerated work permit approval, as it had done for previous major events hosted by Italy.

This will allow WEG-related personnel to enter, stay and work in Italy from at least 6 months prior to and after the WEG, or for an extended period upon the FEI's written request.

25. INSTITUTIONAL SUPPORT


*Il Sottosegretario di Stato
alla Presidenza del Consiglio dei Ministri*

Presidenza del Consiglio dei Ministri
USS_GIORGETTI 0000843 P-
del 03/06/2019


23709699

Caro Marco,

faccio seguito alla tua del 15 maggio 2019 per comunicarti il mio apprezzamento e quello del Governo per la candidatura del nostro paese ad ospitare i Campionati Mondiali di Equitazione del 2022.

Nel mio ruolo di Sottosegretario alla Presidenza del Consiglio con delega allo sport, accolgo con favore l'opportunità di poter organizzare in Italia grandi eventi sportivi.

Sono fermamente convinto che lo sport sia un ottimo mezzo di comunicazione per mettere in mostra le bellezze e le capacità organizzative del Paese, raccogliendo al contempo la sfida di lasciare una significativa eredità che consenta di far crescere il movimento sportivo anche attraverso il miglioramento dell'impiantistica sportiva.

Un caro saluto,

Giancarlo Giorgetti



Marco Di Paola
Presidente Federazione Italiana Sport Equestri
Viale Tiziano 74
Roma (RM)


*Il Ministro delle politiche agricole
alimentari, forestali e del turismo*

Ministro
Prot. Uscita n.
Numero 00
Classifica




Egregio Avvocato Di Paola,

Il Campionati Mondiali di Equitazione (FEI World Equestrian Game) che si svolgeranno nel 2022 costituiscono un'occasione di sviluppo dell'intero settore legato al cavallo non solo in termini economici, ma anche a livello di visibilità, in quanto lo sport equestre è diventato sempre più globalizzato, con indubbia ricaduta positiva per l'intero Paese.

Il Ministero delle Politiche Agricole Alimentari e Forestali e del Turismo, che ha sottoscritto un protocollo d'intesa con la FISE, avendo come obiettivo dichiarato quello di implementare la cultura ippica e sviluppare progetti per la valorizzazione del cavallo italiano sportivo, sostiene con determinazione l'iniziativa della Federazione Italiana Sport Equestri, diretta a riportare i WEG in Italia a ventiquattro anni di distanza dalla disputa dell'evento mondiale a Roma.

La candidatura dell'Italia è aderente alle indicazioni del FEI, in quanto la proposta di articolare l'organizzazione dell'evento in tre siti di eccellenza per ospitare lo sport equestre, ubicati nelle vicinanze di Roma e Verona, consente di soddisfare quei requisiti per la disputa dei Campionati del Mondo in tutte le discipline contemporaneamente, mediante un utilizzo sostenibile delle strutture dedicate.

Il MIPAAFT, manifestando interesse e disponibilità a lavorare in stretta sinergia con la FISE, che vanta comprovata esperienza in grado di valorizzare l'evento e di ripetere il successo del 1998, confida in un esito positivo della valutazione che sarà effettuata dall'Assemblea Generale FEI a Mosca nel mese di novembre 2019, ai fini dell'assegnazione ufficiale dei FEI World Equestrian Game 2022 all'Italia che è in grado di vincere la sfida e di realizzare un'edizione del Campionato all'altezza delle aspettative.

Cordiali saluti,

Gian Marco Centinno

Giuseppe Centinno

Avvocato Marco Di Paola
Presidente Federazione Italiana
Sport Equestri
ROMA

Prot. n. 425690

Roma, 04/06/2019

Egregio Presidente,

Le comunico che la Regione Lazio è lieta di poter sostenere la candidatura del nostro Paese, promossa dalla Federazione Italiana Sport Equestri, ad ospitare i Campionati Mondiali di Equitazione del 2022 (FEI World Equestrian Games), ritenendo che una manifestazione sportiva di tale rilievo costituisca una importante occasione per promuovere gli sport equestri ed allo stesso tempo far conoscere il territorio della nostra regione.

La Regione Lazio si rende disponibile, allo scopo, a dare tutto il proprio sostegno alla Federazione nel promuovere tale candidatura, così come, nell'auspicio di un'effettiva assegnazione all'Italia dei Campionati Mondiali di Equitazione, a fornire il proprio supporto, in collaborazione con gli altri livelli istituzionali, affinché le competizioni possano essere organizzate ed aver luogo nel migliore dei modi.

Le invio i miei più cordiali saluti con gli auguri per il pieno successo di una iniziativa di così grande rilievo.


Nicola Zingaretti

Dott. Marco Di Paola
Presidente Federazione Italiana Sport Equestri
Viale Tiziano 74
00196 Roma



Venezia, 7 Giugno 2019

Prot. nr. 229004/74.00.00.00.00

Egregio Presidente,

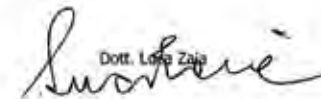
Le sfide sportive di alto livello ospitate dal nostro territorio costituiscono ormai una costante nel panorama internazionale delle varie Federazioni. Una nuova opportunità sta prendendo forma in questi giorni, con la candidatura italiana per i campionati mondiali di equitazione che si terranno nell'ottobre 2022, per i quali la FISE ha individuato, tra le sedi, anche il territorio della nostra Regione.

Si tratta, con ogni evidenza, di un impegno al quale il Veneto può dare un contributo notevolissimo in termini di strutture adeguate, ricettività e contesto storico, con la piazza di Verona destinata da ospitare la cerimonia finale e le strutture di Isola della Scala preposte ad ospitare alcune competizioni di prestigio.

Ritengo di poter anche rivendicare, nella proposta della Federazione, il ruolo del buon governo della Regione tra i fattori che hanno portato alla scelta delle sedi Venete, a dimostrazione che il sistema integrato - servizi, cultura, storia, ospitalità, cura del territorio - da noi realizzato è posizionato a livelli di eccellenza e funzionale e vincente e riscuote l'apprezzamento delle istituzioni sportive italiane.

Formulo quindi l'augurio, direi quasi la certezza, che la candidatura italiana della FISE ai mondiali 2022 risulti vincente ed assicuro che la Regione del Veneto, nell'ambito delle proprie possibilità, sarà pronta a fare la sua parte al momento in cui questo importante evento sportivo si concretizzerà.

Con i migliori saluti.


Dott. Luca Zaia

Preg.mo Signor
Presidente Federazione Italiana Sport Equestri
Dott. Marco Di Paola
Viale Tiziano, n. 74
00196 - Roma
PEC: segreteria.fise@legalmail.it
Mail: a.white@fise.it

Il Presidente





Roma, 20.05.2019

Mio Presidente, caro Marco,

desidero esprimere il pieno e convinto sostegno del CONI alla Candidatura del nostro Paese ad ospitare i Campionati Mondiali di Equitazione (FEI World Equestrian Games) del 2022.

Condivido fortemente l'iniziativa ed in particolare sono molto felice di poter apprezzare l'impegno profuso dalla Federazione Italiana Sport Equestri, dalle Istituzioni e dalle amministrazioni locali coinvolte, per poter organizzare in Italia un evento sportivo di tale fascino, importanza e considerevole seguito.

Nel confermarti la massima disponibilità ed attenzione per la Candidatura, ti invio i miei migliori saluti ed i miei più sinceri auguri di successo.

Giovanni Malagò
Giovanni Malagò



Egr. Avv. Marco Di Paola
Presidente FISE
Viale Tiziano, 74
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Il Presidente

Prot. n. 326

Roma, li 03/06/19



To
Mr Ingmar de Vos
President
FEI - Fédération Équestre Internationale

Dear President,

following the letter received from Mr Marco Di Paola, President of the Italian Equestrian Federation (FISE - Federazione Italiana Sport Equestri), declaring the intention to submit Italy's candidature to host the FEI World Equestrian Games in 2022, I hereby declare that the Italian Paralympic Committee fully supports this bid.

FISE has always proved great competence and efficiency in the organization of international events in our Country and I am sure that they are ready to host the FEI World Equestrian Games once again after the Rome edition in 1998.

best regards,

Luca Pancalis
Luca Pancalis



Via Tiziano, 74 - 00196 Roma - Tel. +39 06 3707 9143 (11)
Email: presidente@comitatoparis2008.it - www.comitatoparis2008.it



COMUNE DI ROCCA DI PAPA
(Città Metropolitan di Roma Capitale)

Corso Costituzione n° 28
C.A.P. 00148
Codice Fiscale 01232480001

Prot. 16130 del 4 giugno 2019



Al Presidente della FISE
-Federazione Italiana Sport Equestri-
Marco Di Paola
Viale Tiziano n. 74
00196 - Roma
segreteria.fise@legalmail.it
presidenza@fise.it

Oggetto: Campionati Mondiali di Equitazione del 2022

Signile Presidente

facio seguito gli interlocutori colloqui e -da ultimo- alla Tua pregiata nota datata 14 maggio u.s. per comunicare il mio apprezzamento e quello dell'intera Amministrazione Comunale e della cittadinanza tutta per la candidatura del nostro Paese ad ospitare i Campionati Mondiali di Equitazione del 2022.

Confermo, dunque, disponibilità d'uso dell'impianto dei Prinosi del Vivaro e delle relative strutture che verranno -previa tempestivo accordo- messi a disposizione della FISE e del Comitato Organizzatore per ospitare l'evento.

Manifesto, inoltre, disponibilità ad organizzare un incontro -ai fini della visita ispettiva con la Commissione di Valutazione- qualora la nostra candidatura fosse selezionata per la fase finale.

Nel mio ruolo di Primo Cittadino accolgo con favore l'opportunità di poter organizzare a Rocca di Papa un così grande evento sportivo costituente un'opportunità unica per il Paese e per tutti i Castelli Romani.

Sono fermamente convinto che lo sport sia un ottimo mezzo di comunicazione per mettere in mostra le bellezze e le capacità organizzative del Paese, accogliendo al contempo la sfida di lasciare una significativa eredità che consenta di far crescere ulteriormente il movimento sportivo.

Cordialmente:



Verona, 04 giugno 2019

Egregio Signor Presidente,

con la presente, sono a proporre un'idea tanto ambiziosa quanto realistica: la candidatura di Verona per i World Equestrian Games 2022, per la disciplina Endurance.

Come sappiamo entrambi, Verona è da sempre intrinsecamente legata alla storia di Veronafiere e del cavallo. Fieracavalli oggi si presenta al settore equestre come una delle manifestazioni di riferimento a livello internazionale, capace - grazie alla sua struttura organizzativa - di ospitare e orchestrare alcune tra le più importanti competizioni equestri internazionali.

Siamo da 18 anni l'unica tappa italiana della Coppa del mondo di salto ostacoli, la Longines Fei Jumping World Cup, abbiamo portato competizioni di Endurance di livello mondiale a Isola della Scala, dove da 5 anni si svolge l'Italia Endurance Festival, e da 121 anni attiriamo, con Fieracavalli, oltre 160mila visitatori dall'Italia e dal mondo.

Verona è per definizione, quindi, la città del cavallo. Lo conferma anche lo stretto legame che i suoi amministratori hanno saputo coltivare con le due istituzioni di riferimento: la Federazione Equestre Internazionale che, oltre a scegliere Verona da ormai 18 anni, vede in Fieracavalli un partner affidabile e autorevole e la Federazione Italiana Sport Equestri che riconosce alla nostra città e all'organizzazione di Veronafiere il primato di rappresentare il punto di contatto privilegiato tra le principali realtà e istituzioni del mondo equestre svolgendo un ruolo chiave, soprattutto negli ultimi anni, nella promozione della cultura del cavallo e di tutto l'indotto che ne deriva.

È per questo che siamo fortemente convinti che una candidatura di Verona a città ospitante dei prossimi WEG sarà tenuta in forte considerazione da Voi e da tutte le istituzioni internazionali del settore.

Sicuro della vostra sensibilità relativamente a questa imperdibile opportunità, resto in attesa di un vostro gentile riscontro.

Sindaco di Verona
Avv. Fedelia Battaglia



Al Presidente
Federazione Italiana Sport Equestri
Dott. Marco Di Paola
Viale Tiziano, 74
00196 Roma

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Codice fiscale e Partita IVA 00215100236 Codice Univoco Ufficio 220NSA

*Il Capo di Stato Maggiore
della Difesa*

Prot.n.

Roma,

gentile presidente, caro Marco

mi riferisco alla Sua lettera del 14 maggio u.s. con la quale mi ha partecipato l'intenzione della Federazione Italiana Sport Equestri di presentare la candidatura dell'Italia ad organizzare ed ospitare i Campionati Mondiali di Equitazione del 2022.

Nell'esprimerLe il mio pieno e convinto supporto ed apprezzamento per l'ambizioso progetto presentato, auspico vivamente che la candidatura italiana trovi il meritato consenso presso la Federazione Internazionale di Equitazione.

Al riguardo, posso sin d'ora garantirLe che, nell'auspicato caso di assegnazione dell'organizzazione dei Campionati all'Italia, potrà contare sul supporto delle Forze Armate, in termini di uomini, mezzi ed expertise, nel solco dei consolidati ed eccellenti rapporti di collaborazione che intercorrono tra lo Stato Maggiore della Difesa e la Federazione da Lei presieduta.

con i più cordiali saluti,

Le
S. V. M. A.

Avvocato
Marco di PAOLA
Presidente
Federazione Italiana Sport Equestri
Viale Tiziano 74
00196 - ROMA





DIREZIONE GENERALE DELLA SANITA' ANIMALE
E DEI FARMACI VETERINARI

IL DIRETTORE GENERALE
DR. SILVIO BURRELLO

L.000 Governo Amm. 5. 00111 Roma



Al
Presidente della Federazione Italiana Sport Equestri
Avv. Marco Di Paola

E p.c.
Al Presidente della Federazione Equestre Internazionale
Ingmar De Vos

Oggetto: Candidatura dell'Italia ai FEI World Equestrian Games 2022

Caro Marco,

in primis vorrei ringraziarti per l'impegno che stai profondendo per l'attività equestre sportiva nel nostro Paese. Le belle giornate di sport che abbiamo vissuto in questi anni a Roma, ma soprattutto in Italia sono il frutto del lavoro della Federazione da te presieduta.

L'Italia di per sé rappresenta l'ambito adeguato per ospitare la massima rassegna mondiale dell'equitazione. Tale convinzione deriva non solo dallo straordinario successo delle manifestazioni quali Piazza di Siena e gli eventi di Fieracavalli Verona, svolte tra l'altro nelle due Regioni individuate per l'organizzazione dei WEG, ma, soprattutto, dalla partecipazione entusiasta di organizzatori ed atleti e dal successo di pubblico alle gare sopra richiamate.

Ciò premesso, siamo convinti che la rassegna tridata richiederà degli sforzi organizzativi che la Federazione italiana riuscirà a gestire in maniera eccelsa e che gli sforzi saranno contracambiati dalle soddisfazioni scaturite da tale evento. Siamo altresì consapevoli che la manifestazione necessiterà di una gestione burocratica e logistica, comprensiva delle eventuali esigenze sanitarie, che dovrà essere garantita da un sistema coeso.

Per questa ragione, a nome della mia Direzione, sono a sostenere l'impegno della FISE per la candidatura ad ospitare i World Equestrian Games 2022 in Italia. Inoltre come Chief Veterinary Officer e delegato del massimo organismo internazionale della sanità animale (OIE) sono orgoglioso di questa opportunità ed esprimo tutto il mio supporto a nome anche di tutti i veterinari italiani, nella speranza che l'obiettivo finale venga raggiunto.

Cordialmente
Dott. Silvio Burrello



ITALIAN TRADE AGENCY

Il Presidente

Gentile Presidente,

apprezzo molto la volontà della FISE di presentare la candidatura italiana per i Campionati Mondiali di Equitazione del 2022.

Sono certo che il nostro Paese sia in grado offrire la migliore delle cornici possibili a un evento di tale rilevanza.

Soprattutto, ritengo questa un'occasione unica per mostrare e far apprezzare ai numerosi sportivi presenti, ai tecnici, ai giornalisti e agli appassionati le eccezionali peculiarità del nostro territorio, le eccellenze del made in Italy, l'arte e la cultura unici che solo l'Italia è in grado di esprimere.

Sono lieto, pertanto, di assicurarle sin da ora il sostegno dell'Agenzia ICE al progetto.

La mia segreteria è a disposizione dei suoi collaboratori per fissare un incontro durante il quale potremo valutare insieme eventuali ambiti e opportunità di una possibile collaborazione.

Con i migliori saluti,

Carlo Ferro

Dr. Marco Di Paola

Presidente

Federazione Italiana Sport Equestri



ICE - Agenzia per la promozione all'estero e
Internazionalizzazione delle imprese italiane
Via Lazio 21, 00144 Roma, Italia

Il Direttore Generale

Roma, 28 maggio 2019
Prot. n. 078-LI

di grazia Dottore,

con riferimento alla candidatura italiana per i Campionati Mondiali di Equitazione (FEI World Equestrian Games) del 2022, nella piena condivisione del progetto, sono lieto di confermarLe che Unindustria potrà fornire alla Federazione Italiana Sport Equestri ogni supporto utile a favorire l'organizzazione dell'evento.

La nostra Associazione vede difatti sempre con estrema positività la realizzazione di manifestazioni sportive di alto livello che possano apportare un valore aggiunto al nostro territorio e benefici per tutti gli operatori economici coinvolti, generando un impatto in termini di promozione turistica.

Siamo peraltro a disposizione per offrire ogni informazione utile alla Commissione di Valutazione in merito all'ospitalità, anche attraverso contatti con le Istituzioni di riferimento.

Per gli aspetti organizzativi, Le segnalo che potrà fare riferimento alla Dott.ssa Laura Italiano, responsabile della nostra Sezione Industria del Turismo e del Tempo Libero (tel. 06 84499408, laura.italiano@un-industria.it).

L'occasione mi è gradita per porgerLe i più distinti saluti.

Maurizio Tarquini
Maurizio Tarquini

Prég.mo
Dott. Marco DI PAOLA
Presidente
Federazione Italiana Sport Equestri
Viale Tiziano, 74
00196 ROMA RM

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LATERANA: 07734421 - Fax: 07734421
REPI: 07734421 - Fax: 07734421
VIESTE: 088470900 - Fax: 088470900



Verona, 6 giugno 2019
prot. 25205

Gentile Presidente,

con riferimento alla pregevole iniziativa che la Federazione Italiana Sport Equestri intende promuovere, Le manifesto l'appoggio alla candidatura dell'Italia e di Verona ad ospitare i Campionati Mondiali di Equitazione (FEI World Equestrian Games) del 2022.

Se selezionata quale sede del prestigioso evento, Verona, per la sua vocazione turistica ed internazionale, saprà accogliere ed ospitare al meglio organizzatori, partecipanti e spettatori, concorrendo alla migliore riuscita della manifestazione.

Fiducioso in una benevola accettazione della candidatura, colgo l'occasione per formulare i migliori auguri e per porgere i più cordiali saluti.

Dott. Giuseppe Riello

Giuseppe Riello

Egregio Signor
Marco Di Paola
Presidente
Federazione Italiana Sport Equestri
Viale Tiziano, 74
00196 Roma





STATO MAGGIORE DELL'ESERCITO

V REPARTO AFFARI GENERALI

Ufficio Sport



Prot. n. -165US

Roma,

OGGETTO: Candidatura dell'Italia quale Paese ospitante dei Campionati Mondiali di Equitazione 2022.

A **Dott. Marco DI PAOLA**
Presidente della Federazione Italiana Sport Equestri

ROMA

Carissimo Presidente,

mi riferisco alla lettera del 14 maggio 2019, con la quale si chiede il sostegno dell'Esercito al progetto finalizzato a proporre la candidatura dell'Italia quale Paese ospitante dei Campionati Mondiali di Equitazione 2022.

Al riguardo, nel condividere l'intenzione manifestata da codesta Federazione, comunico che l'Esercito è senz'altro disponibile a fornire il supporto necessario a sostenere tale progetto. Tuttavia, tenuto conto della natura della richiesta e che la stessa coinvolge i diversi Gruppi Sportivi Militari, ritengo che sia necessario interessare il competente Ufficio Sport del V Reparto Affari Generali dello Stato Maggiore della Difesa, a cui compete il vaglio della proposta e il rilascio delle autorizzazioni.

Inoltre, qualora si ritenesse opportuno un nostro incontro preliminare, i tempi potranno essere concordati a seguito di contatti diretti.

L'occasione mi è gradita per inviare i miei più cordiali saluti.

IL CAPO UFFICIO
Col. Giovanni Francesco CONSOLI

Consoli



Comando Centro Sportivo Carabinieri

Ufficio Comando

N. 15/6-2 DI PROT.
REF.N. AW/3363 IN DATA 14 MAGGIO 2019

ROMA, 22 MAGGIO 2019

OGGETTO: GIOCHI EQUESTRI MONDIALI 2022 - CANDIDATURA FEDERAZIONE ITALIANA SPORT EQUESTRI...

A: **PRESIDENTE DELLA F.I.S.E. AVV. TO MARCO DI PAOLA** ROMA

In relazione alle richieste formulate con lettera in riferimento inerente la candidatura dell'Italia ad ospitare i Campionati Mondiali di Equitazione (FEI-WEG) previsti per il mese di ottobre 2022, stante il legame storico ed inscindibile fra le FF.AA. e gli Sport Equestri, certamente, condividendo il desiderio auspicato da codesta Federazione, sussiste l'intenzione di fornire il supporto necessario da parte di questo Centro Sportivo ma, trattandosi di materia soggetta al vaglio ed autorizzazione dei superiori Comandi che coinvolge in primis lo Stato Maggiore della Difesa poiché investe diversi Gruppi Sportivi militari, si prega di voler interessare l'ufficio competente del citato SMD - V Reparto - Ufficio Sport nella persona del C.V. Roberto Recchia (email istituzionali: quinto.cusport@smd.difesa.it quinto.csoni@smd.difesa.it) volendo altresì specificare nel dettaglio, ove possibile, la natura e l'entità dei concorsi da richiedersi.

Per quanto attiene la disponibilità ad organizzare un incontro preliminare segnalo fin da ora la mattina di Lunedì 27 maggio p.v..

IL COMANDANTE
(Col. Gianni Massimo Curcio)



26. FINAL REMARKS

We believe that the bid presented so far represents the best options available to preserve the dream of World Equestrian Games, thus we hope that FEI will choose the Roma Verona 2022 bid.

However, we are also aware that FEI may prefer a different approach and, therefore, we also state the willingness to accept one of the following options in case the 8 FEI disciplines are not jointly assigned to Italy:

- a) Seven disciplines with the exception of Driving.
- b) Only Endurance at Isola della Scala.
- c) Only Eventing at Pratoni del Vivaro.
- d) Only Eventing and Driving at Pratoni del Vivaro.
- e) Only Jumping, Reining, Vaulting, Dressage, Para dressage at Elementa.
- f) Only Reining, Vaulting, Dressage, Para dressage at Elementa.
- g) Any combination of options b), c), d), e) or f) together.

**WORLD
EQUESTRIAN
GAMES**
ITALIA 2022



WE ARE ONE
ONE VISION ONE SPORT ONE TEAM
ONE COMBINATION



BELIEVE IN

[ROMA · VERONA]

2022



AND HELP US PRESERVE
THE WEG DREAM!

This candidature file has been developed thanks to the collaboration of:

Terra Communication [Elementa Group]

Design & Graphic Layout

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JOIN THE RIDE!