

BID BOOK

UNITY.

Canada, Mexico, and the United States
United Bid to Host the 2026 FIFA World Cup™



BID BOOK

CERTAINTY.

Canada, Mexico, and the United States
United Bid to Host the 2026 FIFA World Cup™



BID BOOK

OPPORTUNITY.

Canada, Mexico, and the United States
United Bid to Host the 2026 FIFA World Cup™



BID BOOK

UNITY. CERTAINTY. OPPORTUNITY.

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United Bid to Host the 2026 FIFA World Cup™



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UNITED 2026

There are only a few times when a country gets the chance to look far beyond itself – to embrace the concept of global unity in a real and tangible way; to demonstrate that its people are all truly connected through sport. It is even more rare for three neighboring countries to come together – UNITED, AS ONE – with the goal of using sport to transform lives and communities.

The 2026 FIFA World Cup™ offers one of these moments.

Canada, Mexico, and the United States have joined together to deliver a United Bid that offers FIFA the power of unity, the promise of certainty, and the potential of extraordinary opportunity – for the EVENT, the GAME, the FANS, and the WORLD.

We are ready to host the 2026 FIFA World Cup™ UNITED, AS ONE.

We are three proud countries, connected through history, culture, geography, and partnership – celebrating the rich heritage of

football and the game's unique ability to connect and inspire people around the world.

We are committed to FIFA's new vision for the future of football.

Our desire is to help shape the FIFA World Cup™ for the 21st century, by supporting FIFA and showcasing the power of football to meaningfully impact the world through a shared commitment to human rights and broader sustainability issues.

We will put players and officials, fans, partners, media, and other key stakeholders at the heart of our plans, and create a new template for hosting the first expanded FIFA World Cup™.

It is our hope that the UNITY, CERTAINTY, and OPPORTUNITY reflected in our bid can serve as an example for future organizers, and position FIFA and the global football community for success in the century ahead.

UNITY. CERTAINTY. OPPORTUNITY.

Introduction

The FIFA World Cup™ is a singularly extraordinary event, and the greatest celebration of human togetherness in sport anywhere on the planet.

It is through football that billions of people around the world learn about hard work, friendship, teamwork, and ultimately, respect for each other. Passion and competitiveness bind us together and help us to grow. In these challenging times, events such as the FIFA World Cup™ remind us what we have in common, rather than what might divide us.

Canada, Mexico, and the United States are more than neighbors, we are partners. We share borders and values. Our diverse populations are connected through similar stories of struggle, and dreams of success. We call ourselves the United Bid because we are truly approaching this challenge together – UNITED, AS ONE.

For the first time ever, three countries are combining their hopes and ambitions, as well as their resources, in a quest to host the 2026 FIFA World Cup™. Together, we offer FIFA an unprecedented opportunity to stage the newly expanded 2026 FIFA World Cup™, a tournament of 48 teams and 80 matches, with low risk and operational certainty. We provide FIFA with the opportunity to enhance and propel global football forward for generations to come. And we approach this with integrity, transparency, responsibility, and full support for fair play.

Our Hosting Strategy

Hosting a FIFA World Cup™ is an extraordinary honor and opportunity. Under the expanded format of the FIFA World Cup™, the greater number of teams and matches necessitates more stadiums and modern infrastructure, as well as the ability to support larger populations of fans, whether they are attending matches in person, participating in a FIFA Fan Fest™, or connecting from across the globe.

In establishing new standards for ethical conduct and embedding human rights and environmental sustainability into every aspect of the Competition, FIFA has raised the world's expectations on how Host Countries should operate, and what can be achieved through their efforts.

The United Bid embraces the vision FIFA outlined, and understands it is our responsibility to steward the newly expanded FIFA World Cup™, to promote the game, protect its integrity, and bring the game to all. That's why Canada, Mexico, and the United States have come together – UNITED, AS ONE. We knew this important challenge would demand the resources, expertise, and capacity of three Host Countries; that none of us could do this alone.

Our three countries enjoy the full support of our national and local government leaders. Each has crafted a forward-looking vision that aligns their commitments with the United Bid and FIFA's ambitions – as well as those of business, civic, and sports champions. The unique combination of knowledge,

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imagination, and enthusiasm embedded into North America, and our commitment to this effort opens up a world of opportunities for FIFA and the global football community.

Together with FIFA, we will work tirelessly to deliver a FIFA World Cup™ of the highest standards. One that is far-reaching, inclusive, innovative, and inspiring. One that embeds respect for human rights and respect for fundamental freedoms and values at its core. One that takes a crown jewel of our sport to new levels, making it even more valuable to our partners, in turn generating resources to be invested back into the game through the member associations. One that fulfills FIFA's vision for the future.

FIFA's ability to fulfill its mission relies on the efficient planning and delivery of its world-class Competitions, including the FIFA World Cup™. Its commercial success ensures FIFA and its member associations have the resources necessary to fulfill their mandates and enhance the experience for all who participate in football.

It is our hope that the UNITY, CERTAINTY, and OPPORTUNITY of the United Bid can lead to new records for attendance and revenue, new opportunities for social impact, and new standards for professionalism, accountability, and transparency in staging the 2026 FIFA World Cup™ that benefit FIFA and the entire global football community in the decades ahead.

Our hosting strategy is organized through four key areas: the EVENT, the GAME, the FANS, and the WORLD.

The EVENT: We envision a 2026 FIFA World Cup™ staged across 16 existing world-class stadiums spread throughout Canada, Mexico, and the United States. We have agreed to share the responsibility of hosting by staging ten matches in Canada, ten matches in Mexico, and 60 matches in the United States. From the opening whistle – when three matches could be played on the same day, one each in Canada, Mexico, and the United States – we expect a truly united Competition.

The United Bid offers FIFA more than the required number of qualified Candidate Host Cities and stadiums to be considered as part of a final Host City evaluation and selection process. We are further supported by dozens of additional communities spanning the entire continent that wish to play a part by providing training facilities and Team Base Camp options, hosting satellite FIFA Fan Fest™ events, and fully supporting our efforts to grow the game and engage fans in every community.

Every one of our Candidate Host Cities is motivated and committed to delivering the most significant economic and social benefits through their role as hosts. In addition:

- All our proposed stadiums are built and operating, with an average seating capacity greater than 68,000, and confirmed uses after the Competition has ended, as requested by FIFA in the bidding requirements.
- We have secured more than 150 Venue-Specific Training Sites and Team Base Camp options, including Major League Soccer and Liga MX practice facilities and

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stadiums, college and university facilities, and other locations with competition size playing fields and additional training amenities.

- All our Candidate Host Cities have existing world-class transportation, accommodation, medical, technology, and other infrastructure, that meet or exceed the requirements outlined by FIFA and ensure the largest ever FIFA World Cup™ can be delivered with certainty.
- Each of our Candidate Host Cities offers a proven wealth of experience and expertise in hosting world-class sporting events, a passion for innovation, demonstrated leadership in the protection of the environment and human rights, and other serious issues.

The United Bid has outlined a strategy designed to offer FIFA maximum flexibility and leverage. The additional qualified Candidate Host Cities we include in our submission enable robust competition for the right to host. When Candidate Host Cities compete to offer the best possible experience for players, officials, fans, partners, media, and other key stakeholders – everyone wins.

Across every metric – ticket sales, television audiences and rights fees, digital engagement, partner involvement, community support, environmental, social and economic impact, and more – the 2026 FIFA World Cup™ in North America has the potential to deliver something extraordinary for FIFA and

football. The FIFA World Cup™ is one of the few truly global events – and in 2026, we are confident it can become an even more important part of people's lives.

With a combined population that will approach 550 million, and a billion people in the Americas by 2026, the direct influence of the 2026 FIFA World Cup™ in North America can be the largest ever. North America is already the biggest sports sponsorship market in the world, with companies headquartered in the region contributing over 25 percent of all worldwide sports sponsorship spending, not including the more than USD \$40 billion spent in Canada, Mexico, and the United States on television, radio, internet, and print advertising for sports programs and other sports-oriented content.

By combining multiple time zones, and including the entire CONCACAF region in our planning, the United Bid opens up a myriad of options to connect fans, broadcasters, and commercial partners everywhere. North America is the most lucrative region in the world for football. Staging the Competition here will allow FIFA to expand into new commercial fronts and increase economic possibilities by deepening connections to existing football enthusiasts, while also welcoming millions of new fans to the global football community – establishing new business and engagement models that support future organizers.

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Without a need to worry about construction timelines or its related risks, the focus of the 2026 FIFA World Cup™ can be on welcoming, inspiring, and empowering the world to contribute to the future of football. Together, we can concentrate on paving the way for future organizers to succeed as well.

We believe the United Bid has the capacity and experience required to deliver that experience against the backdrop of a new, expanded FIFA World Cup™.

The GAME: Although football is at different points of development in our three nations, we share a commitment to developing the sport in ways that will benefit FIFA and the entire global football community. There are powerful ways to deepen football's connection to people in all three countries; extending the opportunity to connect to communities in new ways, developing the game at all levels, and engaging the next generation of players, officials, and fans across every platform as never before. And from those successes, lessons and inspiration can be utilized by all footballing nations.

The FANS: The United Bid believes everyone is a fan and that fans are one of the most important elements of a successful FIFA World Cup™. We are committed to staging a 2026 FIFA World Cup™ that involves everyone, whether they attend in person or connect from afar. We want to re-imagine fan experiences to celebrate football and the extraordinary spectacle of the FIFA World

Cup™ in ways that are both personally compelling and shared by people and communities all across North America and around the world.

Combined, our three countries represent a population that will approach 550 million people by 2026, and a billion people across the Americas, creating tremendous opportunity to grow the global football community. The United Bid will work throughout our region, linking our Candidate Host Cities with cities in countries across CONCACAF to recruit new support and drive activation – efforts that will help future-proof fan development and engagement around the world.

A 2026 FIFA World Cup™ in North America will be fully inclusive, inviting people of all ages and abilities to participate, encouraging everyone to contribute and share in the football experience. The United Bid is already working to develop increased understanding of fan behavior, and new, compelling approaches to engagement.

The WORLD: Football is already the most popular sport on Earth, with nearly 3.5 billion fans accounting for roughly half the global population. This population underlines the unprecedented significance of staging the FIFA World Cup™ in North America. The implications are not just local, they are global and have the potential to transform the game. The FIFA World Cup™ offers an unprecedented opportunity to leave a mark on the world. We are committed to doing

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more than just claiming a social impact through sport: our plans are designed to set a new standard for using football to transform lives and communities, to change thinking and shape behaviors to help address critical social and environmental issues, and to embed respect for human rights throughout every aspect of the game.

No continent has ever come together to present the case for UNITY, CERTAINTY, and OPPORTUNITY. Across our three countries, there is not only enthusiasm, but the extraordinary capacity to stage the first ever 48-team FIFA World Cup™ and support FIFA in continuing to grow the world's game.

Our governments. Our cities. Our business and civic leaders. Our players and fans. Thousands of people have volunteered their expertise in support of the United Bid. Dozens of communities from all across Canada, Mexico, and the United States have shared their desire to be part of this once-in-a-generation event. We will use every opportunity, and our collective resources, to support FIFA's vision and propel our shared commitments to football – and each other – forward.

The choice FIFA and its member associations are being asked to make is bigger than just who will host the 2026 FIFA World Cup™. FIFA is being asked to determine which 2026 bid can help redefine and enhance the state of global football for the next century with minimal risk and maximum opportunity for growth.

Our three countries – Canada, Mexico, and the United States – offer FIFA the power of UNITY, the promise of CERTAINTY, and the potential of extraordinary OPPORTUNITY – for the EVENT, the GAME, the FANS, and the WORLD.

We are ready to host the 2026 FIFA World Cup™ UNITED, AS ONE.

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How to read this book

We have developed a simple and clear navigation system for each volume

As outlined by FIFA, this Bid Book is divided into **24 sections** across **four volumes**. In addition, the United Bid has delivered six supplementary reports, 20 bid information templates, vision statements on behalf of our Host Countries, Candidate Host Cities, and member associations, and other materials.

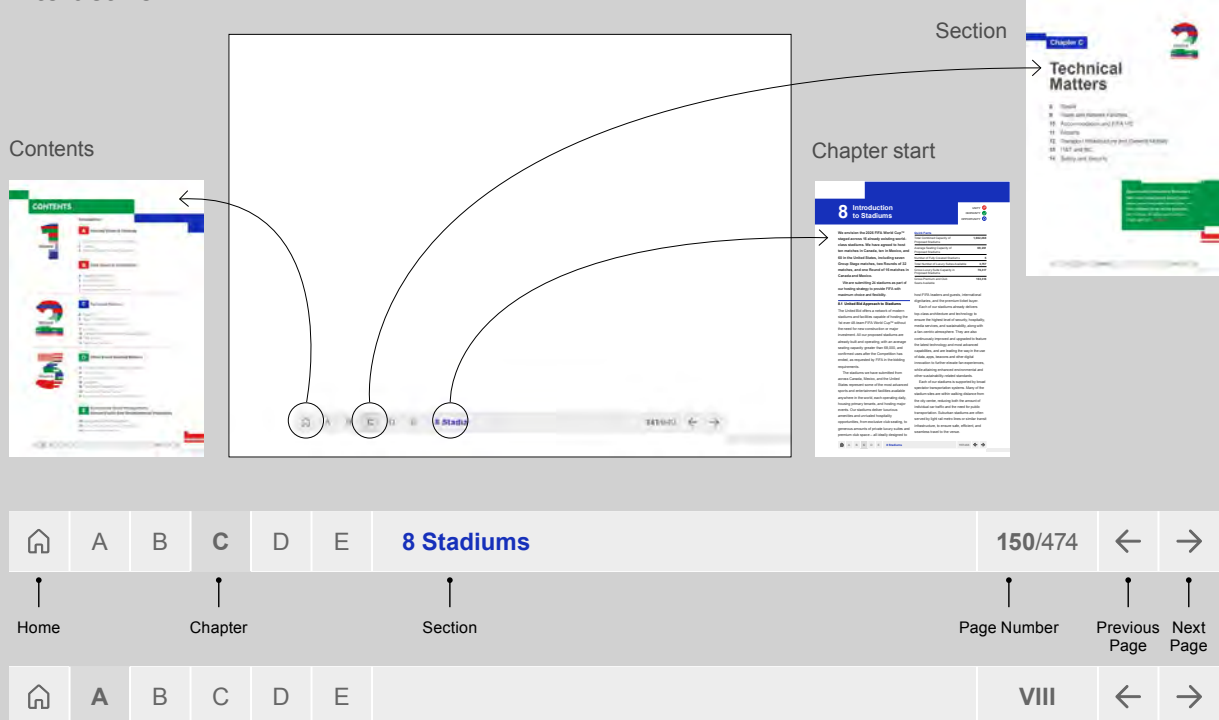
This Bid Book has been specifically designed to be read online. The navigation features on the bottom of each page allows the reader to easily move from one page or section to another. Links and other resources are also embedded into the document, including:

- The supplementary reports and other related information are highlighted in the Bid Book with an additional information icon .
- At the beginning of each section, and in some cases in the middle of sections as well, we have included navigation guidance such as legends and other details to help the reader understand all the included materials.
- We have included a legend on the navigation pages at the beginning of each section containing maps and/or diagrams (e.g. Section 8, Section 12, etc.). In addition, a legend is linked on the page beneath each map.

We hope you enjoy reading the Bid Book.



Interactive PDF



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





































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
Keys/Legends

Outlining the detail across all volumes

Legend (FIFA Functional Area Code)

	A1	ACCREDITATION/SECURITY ACCREDITATION CENTER (5.3)
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BROADCAST		
	B1	BROADCAST ENTRY
	B2	BROADCAST COMPOUND (2.10)
	B3	COMMENTARY POSITIONS (2.3)
	B4	FLASH INTERVIEW POSITIONS (2.2)
	B5	BROADCAST PARKING
<hr/>		
COMMERCIAL		
	C1	COMMERCIAL DISPLAY AREA (7.2)
	C2	YOUTH PROGRAMME ROOM (7.1)
	C3	FOOD AND BEVERAGE (7.3)
<hr/>		
FIFA/LOC OFFICES		
	F1	FIFA/LOC ENTRY
	F2	FIFA/LOC OFFICES (5.1)
	F3	FIFA/LOC PARKING
<hr/>		
HOSPITALITY		
	H1	HOSPITALITY ENTRY
	H2	HOSPITALITY VILLAGE (6.5)
	H3	HOSPITALITY DROP ZONES
	H4	HOSPITALITY BUS PARKING
	H5	HOSPITALITY PARKING
	H6	HOSPITALITY AREAS (6.1)
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MEDIA		
	M1	MEDIA ENTRY
	M2	STADIUM MEDIA CENTRE (3.2)
	M3	PRESS CONFERENCE ROOM (3.1)
	M4	MEDIA TRIBUNE (3.4)
	M5	PRESS POSITIONS
	M6	PHOTOGRAPHERS (3.5)
	M7	MIXED ZONE (3.3)
	M8	MEDIA PARKING
<hr/>		
OPERATIONS/VOLUNTEER WORKFORCE		
	O1	VOLUNTEER AND STAFF ENTRY
	O2	VOLUNTEER CENTRE (5.5)
	O3	VENUE OPERATIONS CENTRE (8.2)
	O4	OPERATIONS COMPOUND
	O5	ADDITIONAL OPERATIONS
<hr/>		
TEAM/COMPETITION		
	T1	TEAM OFFICIAL AND PLAYER VEHICLE ENTRY
	T2	TEAM DRESSING ROOMS (1.2)
	T3	MATCH OFFICIALS DRESSING ROOMS (1.3)
	T4	PLAYER WARM UP
	T5	TEAM BENCH
	T6	FOURTH OFFICIAL (1.4)
	T7	PITCH LEVEL FIRST AID & MEDICAL (8.7)
	T8	DOPING CONTROL (8.6)
	T9	TEAM AND OFFICIAL PARKING
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VIP		
	V1	VIP ENTRY
	V2	VIP TRIBUNE
	V3	VIP LOUNGE (4.4)
	V4	VVIP LOUNGE (4.2)
	V5	VIP PARKING
	V6	VVIP PARKING
<hr/>		
SPECTATORS		
	S1	SPECTATOR ENTRY
	S2	SPECTATOR TICKETING CENTER (9.4)
	S3	SPECTATOR DROP ZONE
	S4	SPECTATOR MEDICAL (8.8)
<hr/>		
CEREMONIES		
	CE1	GREEN ROOM

Host City Map and Accommodation Map Key

	Stadium
	Airport
	FIFA Fan Fest™
	Venue Specific Training Site (VSTS)
	Venue Specific Team Hotel (VSTH)
	FIFA VIP Hotel
	FIFA Venue Hotel
	Referee Headquarters
	Commercial Affiliates Hotel
	Hospitality Hotel
	Media and Media Right Licensees Hotel
	Member Association Hotel
	Host Broadcaster Hotel
	International Broadcast Center
	Hospital
	Heavy Rail
	Light Rail / Streetcar / Metro
	Main Highway

Hosting Vision and Strategy

- 1 Integrated Hosting Vision and Strategy
- 2 Legacy
- 3 Political Support in Host Countries

Canada, Mexico, and the United States have joined together to deliver a United Bid that offers FIFA the power of Unity, the promise of Certainty, and the potential of extraordinary Opportunity – for the EVENT, the GAME, the FANS, and the WORLD.

1

INTEGRATED HOSTING VISION AND STRATEGY



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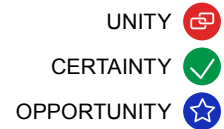
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1 Integrated Hosting Vision and Strategy



1 Integrated Hosting Vision and Strategy



Hosting a FIFA World Cup™ is an extraordinary honor and opportunity. Under the expanded format of the FIFA World Cup™, the greater number of teams and matches necessitates more stadiums and modern infrastructure, as well as the ability to support larger populations of fans, whether they are attending matches in person, participating in a FIFA Fan Fest™ or connecting from across the globe.

1.1 United by Opportunity

In establishing new standards for ethical conduct and sustainability, FIFA has raised the world's expectations on how Host Countries should operate, and what can be achieved through their efforts.

The United Bid embraces the vision that FIFA outlined, and understands it is each of our responsibilities to steward the newly expanded FIFA World Cup™, to promote the game, protect its integrity, and bring the game to all. That's why Canada, Mexico, and the United States have come together – UNITED, AS ONE. We knew this important challenge would demand the resources, expertise and capacity of three Host Countries – none of us could do this alone.

Together, with FIFA, we will work tirelessly to deliver a FIFA World Cup™ of the highest standards – one that is far-reaching, inclusive, innovative, and inspiring; one that embeds respect for human rights and respect for fundamental freedoms and values at its core;

one that takes a crown jewel of sport to new levels, making it even more valuable to our partners, and in turn generating resources that will be invested back into the game through the member associations; one that fulfills FIFA's vision for the future.

Our strategy is organized around four primary areas: the **EVENT**, the **GAME**, the **FANS**, and the **WORLD**. Every aspect of our approach is united in vision, preparation and implementation.

Working closely with FIFA, we will look forward and give back, drawing on our shared purpose and passion for the game, to establish a new foundation of excellence on which the FIFA World Cup™ and its future will thrive.

Canada: Canada has proven experience hosting major sporting events and has raised the bar for women's and youth competitions, including the record-setting FIFA Women's World Cup Canada 2015™ and the FIFA U-20 Men's World Cup Canada 2007™.

Known as a welcoming and inclusive nation, as well as a leader in human rights and environmental sustainability, Canada will use the opportunity to host the 2026 FIFA World Cup™ to engage the country from coast to coast through football, while delivering economic and social benefits to its diverse population, prioritizing racial and gender equality, and social inclusion, and work with all stakeholders on infrastructure improvements.

Canada's commitment includes:

- Investing in football through partnerships with our stakeholders and governments that will include a legacy of Team Base Camps and infrastructure that will contribute to the development of the game for generations to come.
- Advancing the development of football by ensuring that the largest team-based participation sport will progress players, officials, and coaches through a system that will encourage healthy active lifestyles, and life-long participation for all.
- Innovating the men's game over an eight-year roadmap that will align the current high-performance structure across all age groups and stakeholders to ensure consistent international results.

Mexico: Mexico's aim as part of the 2026 FIFA World Cup™ is to inspire people to go beyond their limits, utilizing football and its own history to show future generations that everything is possible.

As the host of two previous FIFA World Cup™ Finals, Mexico understands that football has the power to serve as a mechanism for comprehensive development. A 2026 FIFA World Cup™ will help to advance Mexico towards its goals of being a fully culturally developed society, and create a greater capacity to understand and address its full potential, and achieve overall benefits in public health, gender equality and inclusion, and promoting active lifestyles for all citizens, and especially youth.

Mexico's objectives include:

- Illustrating Mexico's cultural and social richness to the world. Mexico is blessed by its natural richness, vibrant cultures, and wonderful traditions and people. Football is an integral part of its history and culture as well, and an opportunity to show everyone all that Mexico contributes to the world.
- Celebrating the friendship and unity of three great neighboring countries. The United Bid is a bond of friendship among people, and together we will encourage dialogue and progress to encourage and enable healthier lifestyles through participation in football, and community.

There are many ways that Mexico can continue to grow and prosper, and important issues where it has room to improve. We will use the 2026 FIFA World Cup™ to drive progress in Mexico, and inspire its people.

United States: The prominence of football in the United States has never been higher and the sport never healthier or more diverse than it is right now. Today, more people play, coach, and watch football in the United States than ever before, but the United States' focus is on the future. The United States realizes they have challenges ahead, but they also know that the hard work and commitment required to become one of the greatest football countries in the world will not only benefit them, but also contribute to the strength of the global football community as a whole.

The U.S. Soccer Federation sees the 2026 FIFA World Cup™ as the spark that will ignite the growth of football in the United States, moving it closer to the goal of becoming the preeminent sport in the nation.

- As one of the only remaining major developed nations where football is not the dominant sport, the United States – with a population of 326 million people – offers the most immediate opportunity to grow the global game with a new influx of players, coaches, referees, and fans.
- Specifically, the second FIFA World Cup™ in the U.S. – and the first in the U.S. in the age of social media – will bring unprecedented attention to the sport. It will raise the profile of football in the United States dramatically. Just as the FIFA Men's World Cup 1994™ and the FIFA Women's World Cup 1999™ helped inspire new leagues and a new generation of athletes in the U.S., the FIFA World Cup™ in 2026 will help bring millions of young people not currently affiliated with U.S. Soccer – including from underserved and immigrant communities – into the ranks as registered players.
- Over the coming decade, the 2026 FIFA World Cup™ will prove to be the catalyst to generating hundreds of millions of dollars that can be invested into making football in the United States more affordable, developing players and growing the game, at all levels.

This growth will help to weave football into the fabric of the country as it is in other parts of the world. Millions more young boys and girls across the United States will share in the excitement and passion of football. More families – children, parents, and grandparents – will watch matches together and pass their love of the game down from generation to generation. And as football becomes core to the culture, it will be a unifying force that helps bring people in the United States together, both on and off the field.

We cannot say with certainty what the world will look like in 2026. However, we do know that the 2026 FIFA World Cup™ will be the largest single sporting event the world has ever seen. And football – more than any other sport – is truly the world's game. In challenging times, when forces too often pull us apart, the 2026 FIFA World Cup™ will remind us of the common values and ideals – humanity, friendship, and mutual respect – that unite us as fellow human beings.

This is the vision.

This is the mission.

1.2 Government Vision and Alignment

Great events leave behind great legacies, including programs and ideas that benefit individuals, communities, and countries. Great legacies leave behind a public empowered with skills, experience, and direction to shape future generations. The best legacies have an impact that is both immediate and enduring

– and that mitigate risk through certainty.

Hosting the 2026 FIFA World Cup™ provides Canada, Mexico, and the United States with an opportunity to demonstrate the leadership role our countries can play in advancing goals that are both deeply held and universally shared. The 2026 FIFA World Cup™ in North America will shine a spotlight not just on our growing football skills and ambitions, but on our core beliefs in equality and opportunity.

Our three countries enjoy the full support of our national and local government leaders – each has crafted a forward-looking vision aligning their commitments with the United Bid and FIFA’s ambitions. We have a long and successful history of partnership. Innovation is shared among our citizens. Culture and language transcend our borders. We support and enable each other, promoting growth and prosperity in ways that advance each country, and our continent as a whole.

Together, the three countries that comprise this United Bid offer the prospect of staging the first 48-team FIFA World Cup™ to the highest achievable standards, serving as a benchmark for future organizers. This is possible because our countries and their economies are safe and stable, and the vast majority of the needed infrastructure is already in place. On issues large and small, we are united. We are united in our commitment to advancing unity, by respecting people regardless of race, gender, sexual orientation, language, religion, or opinion.

Canada, Mexico, and the United States will each contribute to an extraordinary FIFA World Cup™ experience in a spectacular setting that benefits from the friendliness, cultural richness and sense of community that defines North America. Our United Bid will benefit football in North America, and throughout the CONCACAF region, at all levels, through greater participation and economic impact. A growing and prosperous North American football community benefits FIFA, and the entire global football community economically.

Through the realization of our shared vision, Canada, Mexico, and the United States will help promote football and leave a positive legacy. We share in our commitment to delivering on this goal – UNITED, AS ONE.

1.3 Our United Approach (Strategy)

We envision a 2026 FIFA World Cup™ staged across 16 existing world-class stadiums spread throughout Canada, Mexico and the United States. We have agreed to share the responsibility of hosting by staging 10 matches in Canada, 10 matches in Mexico, and 60 matches in the United States. From the opening whistle – when three matches could be played on the same day, one each in Canada, Mexico, and the United States – we expect a truly united Competition. We anticipate 5.8 million tickets sold and full stadiums for every match.

Our match schedule concept not only meets the requirements of the new, expanded format – we took into consideration several

additional factors including regional distribution and altitude. We clustered groups and extended the knockout round matches from east to west, while also ensuring the lowest possible impact on the environment and maximizing television audience potential. Most importantly, in all our planning we have prioritized the health, safety, and delivery of optimal performance conditions for players and officials.

The United Bid offers FIFA more than the required number of qualified Candidate Host Cities and stadiums to be considered as part of a final Host City evaluation and selection process. We are further supported by dozens of additional communities spanning the entire continent of North America that wish to play a part by providing training facilities and Team Base Camp options, hosting satellite FIFA Fan Fest™ events, and fully supporting our efforts to grow the game and engage fans in every community.

Every one of our Candidate Host Cities is motivated and committed to delivering the most significant economic and social benefits from their role as hosts. In addition:

- All of our proposed stadiums are already built and operating, with an average seating capacity greater than 68,000, and confirmed uses after the Competition has ended, as requested by FIFA in the bidding requirements.
- We have secured more than 150 venue-specific training sites and Team Base Camp options, including Major League Soccer (MLS) and Liga MX practice facilities and

stadiums, college and university facilities, and other natural grass facilities.

- All our Candidate Host Cities have existing world-class transportation, accommodation, medical, technology, and other infrastructure, meeting or exceeding the requirements outlined by FIFA and ensuring the largest FIFA World Cup™ can be delivered with certainty.
- Each of our Candidate Host Cities offers a proven wealth of experience and expertise in hosting world-class sporting events, a passion for innovation, demonstrated leadership on the protection of the environment and human rights, and other serious issues.

The United Bid has outlined a strategy designed to offer FIFA maximum flexibility and leverage. The additional qualified Candidate Host Cities we include in our submission enables robust competition for the right to host. When Candidate Host Cities compete to offer best possible experience for players and officials, fans, partners, media, and other key stakeholders – everyone wins.

With no major public expenditures required to stage a successful and memorable Competition, our resources and energy will be applied to growing the game, raising the profile of critical environmental and human rights issues, improving the lives of people on our continent and beyond, and elevating the FIFA World Cup™ experience for the players and officials, fans, media, partners, volunteers,

and others connected to the Competition.

We have built our commitment to transparency, responsibility, inclusivity, and sustainability into the core of our hosting strategy.

We are addressing critical social issues specific to each of the Host Countries – including racism, gender and socio-economic inequality, public health and safety, disenfranchisement of indigenous peoples, discrimination against any population, environmental protection, and more – using science-based approaches.

We will seek to inspire young people, especially young girls, to play and enjoy football, and reap the physical and mental benefits that come from participation in the world's game.

We will ensure that more people in more places have more knowledge and familiarity with the players, teams, countries and cultures that illuminate the FIFA World Cup™. This means the greatest promise that football offers, to connect the people of the world together and help them understand each other, will be further realized.

We will take advantage of every opportunity to support FIFA to prepare for the first ever 48-team tournament and develop new models and best practices for executing the FIFA World Cup™ at this new scale, across

national borders and thousands of kilometers, utilizing the latest technology and delivering meaningful outcomes.

We will do this together, our three Host Countries, our Candidate Host Cities, and thousands of people – stadium leaders, transportation engineers, security specialists, human rights and sustainability professionals and stakeholders, volunteer coordinators, fan behavior scientists, and many more – who have already contributed their expertise to inform our hosting strategy and all are committed to working as part of the United Bid going forward.

We have the next eight-plus years as an opportunity to test, hone, improve, perfect, and scale initiatives to create a lasting impact for the game, future fandom, and global sustainability. Our approach is rooted in the idea that what we build will provide future organizations with a platform and set of tools to use in growing the tournament, evolving the sport of football, and contributing to larger goals for the world through football far beyond 2026.

Together with FIFA, we will build a foundation for future success that benefits the game for generations to come.

2

LEGACY



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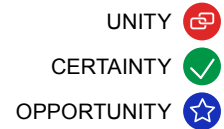
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2 Legacy



2 Legacy



Our greatest legacy as hosts of the 2026 FIFA World Cup™ will be to support FIFA and the global football community to achieve ongoing success and growth in the next century.

2.1 UNITY, CERTAINTY, OPPORTUNITY.

The legacy of the United Bid is not about new stadiums; the United Bid offers the first FIFA World Cup™ this century that doesn't require new construction or its associated risks, or major public expenditures. Our bid is based on facts today rather than promises in the future. We understand and embrace the priorities that FIFA has established and we understand that FIFA's ambitions have never been greater or more important.

Our legacy is focused on ensuring that the first ever 48-team FIFA World Cup™ is executed flawlessly; the health and prosperity for football is assured; a growing and prosperous fan community and the commercial opportunities it unlocks for football around the world are cultivated; and meaningful progress on issues including the environment, human rights and social responsibility, economic equality, and inclusivity can be achieved.

The United Bid will be conducted at the highest professional standard. We offer FIFA committed partners, demonstrated experience, and a strategy that can help the vision of FIFA 2.0 become reality.

In preparing our bid submission, we have thought deliberately about what our three countries can do to help FIFA succeed:

- *How can Canada, Mexico, and the United States, working together, help support the sport of football in a rapidly changing world?*
- *How can our three countries promote the game, protect its integrity, and expand football's positive impact in ways that benefit everyone in the world, not just our continent?*
- *How can our expertise and experience be used to help create new models and best practices for hosting the largest, most complex FIFA World Cup™ in history?*

The answer to all these questions is the same: the United Bid will support FIFA and its future vision for football. That will be our greatest legacy of all.

Like our hosting strategy and vision, our legacy can be seen through the EVENT, the GAME, the FANS, and the WORLD.

THE EVENT: Our three countries offer the global football family a united opportunity to stage the 2026 FIFA World Cup™ with fiscal discipline, accountability, transparency, responsibility, integrity, and respect. We offer low risk and operational certainty for the new 48-team, 80-match format.

- Together, we can make football a more important part of people's lives.

- Together, we represent the compelling combination of the largest commercial market in the world, with a unique opportunity to grow the game for years to come. We will do this through our unified efforts, led by FIFA, during a time when the world needs it most.
- We offer FIFA a network of modern, sophisticated, and innovative Candidate Host Cities with advanced transportation, accommodation, media and technology, security, medical facilities, and other capabilities.
- We offer thousands of experienced, motivated, and committed volunteers and partners.

The United Bid has embedded sustainability, including respect for human rights and protection of the environment, into every aspect of our hosting vision and strategy – an approach we call “Sustainability+”. This approach is designed to go beyond the requirements outlined by FIFA, to contribute measurably to sustainable development in our three countries, and to share what we’ve learned with the rest of the world. Further, every one of our activities will be managed in accordance with Sustainable Event Management (SEM) principles.

The projected economic benefit to FIFA of hosting the Competition in North America will be USD \$2.1 billion. We anticipate more than 5.8 million tickets will be sold, thousands of luxury suites and stadium club seats will be available, and millions of fans will attend a

FIFA Fan Fest™ and participate in other organized programming across the continent.

Our goal is to provide a model for hosting which is compelling, scalable, and economically sustainable. A 2026 FIFA World Cup™ in North America is likely to generate more than USD \$5 billion in short-term economic activity, including the creation of 40,000 jobs and more than USD \$1 billion in incremental worker earnings for the Candidate Host Cities and Host Countries. This impacts the global football family in three ways: by providing financial support to help invest in football locally, by boosting the reach of football globally, and by encouraging future hosts to seek more economically sustainable hosting concepts in the future.

All of our Candidate Host Cities are continuously upgrading their sports facilities and other existing infrastructure, integrating the latest technology and most advanced capabilities, training, and knowledge. These enhancements go beyond FIFA’s minimum requirements, so what’s state-of-the-art of today remains state-of-the-art in 2026.

We are confident that a successful 2026 FIFA World Cup™ in North America will provide FIFA with renewed opportunity to engage many of the largest, most influential brands in the world, in one of the largest and most influential media markets for rights fees. Moreover, FIFA will be able to enlist existing and new partners to share football with hundreds of millions of potential new players and fans, and establish new methods of

engagement suited to meet the needs of 21st century audiences.

The United Bid also represents a vision for putting human rights and environmental sustainability at the heart of the FIFA World Cup™ and using football to connect the world in a way that upholds human dignity.

THE GAME: Hosting the 2026 FIFA World Cup™ in Canada, Mexico, and the United States will accelerate the development of football in North America, transforming three sports-loving countries into one of the planet's most vibrant football communities.

The professional football leagues in all three Host Countries are at different stages in their development, and the 2026 FIFA World Cup™ will help all of them improve the quality of the product on the field by forming new continent-wide partnerships and investing in improved pathways for elite player, referee, coach, and facilities development.

In addition, at the member association level, all three federations will further expand and improve youth development programs offered to their constituents – which is critical if we are to capitalize on the significant growth of the sport which we anticipate the 2026 FIFA World Cup™ will bring. This includes a focus on unstructured play, an expansion of futsal leagues, and a deeper integration of football into schools, community organizations, and government health and wellness programs.

The United Bid is already working to help ensure football can continue to be played at all

levels, regardless of environmental challenges, economic barriers, and other limiting factors. We have challenged researchers in North America to create a hybrid-grass that can be grown and maintained in an indoor facility or other challenging climates. We have also begun to explore applications of behavioral science and urban design to help weave football participation and development into new, diverse spaces. The United Bid will have eight years to incubate these and countless other innovative concepts so that our work with FIFA results in the most relevant and impactful initiatives possible.

THE FANS: The United Bid believes everyone is a fan and that fans are one of the most important elements of a successful FIFA World Cup™ and the game at large. We are committed to staging a 2026 FIFA World Cup™ that involves everyone, whether they attend in-person or connect from afar. We want to re-imagine fan experiences to celebrate football and the extraordinary spectacle of the FIFA World Cup™ in ways that are both personally compelling and shared by people and communities all across North America and around the world.

Combined, our three countries represent a population that will approach 550 million people by 2026, and a billion people across the Americas, creating tremendous opportunity to grow the global football community. The United Bid will work throughout our region, linking our Candidate Host Cities with cities in countries across

CONCACAF, to recruit new support and drive activation – efforts that will help to future-proof fan development and engagement.

THE WORLD: One of the most important legacies of the United Bid is to help drive positive and meaningful changes in attitude and behavior through all parts of the global football community. Hosting the 2026 FIFA World Cup™ in North America will spark innovation and make new progress possible by creating important connections between football and other sectors of our society.

Our over-arching priority is to help ensure that everyone, and especially children, have full and equal access to and opportunity through football. In Canada, where women's football has flourished, the goal is to bring the men's game at all levels into alignment. In Mexico, boys have relatively easy and frequent access to competitive football from an early age, so we will work to create greater opportunities for young girls and women. In the United States, we will focus on raising participation levels among underserved populations and, though issues of gender equality in football are not as significant, closing the remaining gaps that exist between men and women across football.

Instead of building new infrastructure that contributes to the development of football, we will invest our energy and resources towards improving and scaling existing and to-be-developed spaces and programming, and directly impacting the lives of millions of children, and thousands of communities,

across our three countries.

At the community level, we expect a surge in enthusiasm for football which can be used to further improve people's access and ability to play the game. The centerpiece of this effort is "Minutes from Football," an initiative that helps to connect and embed programming into a network of 2,026 mini-pitches and safe spaces to play across North America. We will also work closely with FIFA and the member associations to incorporate and establish best practices in sustainable urbanism, so that future football spaces deliver the greatest possible impact in underserved communities.

Additionally, we will work with FIFA to:

- Develop, test, and publish formal and informal education curricula for use in public schools, to establish global football as a "common language" to advance the study of science, technology, engineering, and math (STEM) worldwide.
- Utilize multi-disciplinary science and applied research to connect football to specific physical and mental health priorities, to education, gender equality, and other critical issues in our three countries.
- Employ cutting-edge behavioral science to identify drivers of positive behaviors and, for those who are already connected to football, establishing new norms for those players and fans, informing public policy at all levels.

Our three countries have already taken actions to ensure the 2026 FIFA World Cup™ will be inclusive, sustainable, and well

managed. We are already challenging our Candidate Host Cities to enhance their green credentials, address human rights challenges, and generally operate with sustainability in mind – work that will continue if we are given the opportunity to host, and is integrated with the selection process overall.

Every element of our hosting strategy reflects a deep commitment to innovation.

The passion and capacity for innovation is ever-present in our three Host Countries – from advanced technology companies in Silicon Valley to the programming academies of Monterrey, and from the world-class biotechnology universities in Canada to smart city development hubs spread across hundreds of our communities.

We are grateful to have this amazing asset and we will strive to harness our culture of innovation for the benefit of FIFA and the football community.



We have developed expansive supplemental materials showing how our efforts connect the digital and physical worlds, and sync up our cities and stadiums, with everything else to form newly relevant and impactful initiatives.

For more information see the supplementary material.

In short, our efforts across the EVENT, the GAME, the FANS, and the WORLD, are woven together in a reflection of our bid as a whole – UNITED, AS ONE.

Canada, Mexico, and the United States have joined together to deliver a United Bid that offers FIFA and its member associations the power of unity, the promise of certainty, and the potential of extraordinary opportunity – for

the EVENT, the GAME, the FANS, and the WORLD.

In Canada, Mexico, and the United States, the 2026 FIFA World Cup™ will accelerate the development of the game, inspire increased registration in youth and adult recreational football, and dramatically expand and better leverage football fandom. We will elevate the standing of women and girls as fans and players, and improve their access to and influence on the sport. We will connect thousands of communities across the CONCACAF region, particularly those that are underserved, and offer sustained education, promotion, and programming. The 2026 FIFA World Cup™ in North America will introduce a new generation of leadership for the sport that will help carry the global football community forward in the next century.

Our three countries, shared commitment – and our priority – is to ensure the 2026 FIFA World Cup™ legacy extends far beyond our borders, through the work that FIFA leads and to everywhere football reaches.

The United Bid will support FIFA to provide a new template for executing the FIFA World Cup™ at this greater scale, with multiple hosts, working together to utilize the latest technology, and combining our existing resources and experience. We will continue to leverage our partnership with leaders across government, business, and civil society to advance shared principles and pursue initiatives that transform lives and communities around the world.

We propose a vision for putting environmental sustainability and human rights at the heart of the FIFA World Cup™. We see football and the hosting of the 2026 FIFA World Cup™ as a way to unite the world in a way that upholds human dignity, meaning that FIFA and its member associations can be assured that it is placing its visionary approach to embedding human rights into mega-sporting events – in safe hands.

The 2026 FIFA World Cup™ in North America will open the door to a world of opportunity, the lessons learned, and best practices created will be shared to help the entire global football community. Our collaborative efforts with FIFA will benefit everyone, everywhere, on every continent,

and show the full reach and impact of football as a force for change and progress in the world.

When history looks back on the success of the 2026 FIFA World Cup™ in North America, it will see a legacy that is significant, inspired, generous, and imaginative.

What the United Bid and FIFA build together will provide future organizers with a platform and tools to use to grow the Competition, evolve the game, and contribute to larger goals for the world well into the future. Together, we can make football a more important part of people's lives.

It would be our honor to help create that legacy with FIFA and in service to the global football community – UNITED, AS ONE.

UNITED BID	THE EVENT	THE GAME	THE FANS	THE WORLD
UNITY, CERTAINTY, OPPORTUNITY. Support FIFA 2.0 Choice and flexibility for FIFA Paving the way for future hosts Commercial success	CERTAINTY No stadium construction or other major public investment 5.8 million tickets USD \$5 billion in economic impact 40,000 jobs 100,000 volunteers Sustainable Event Management (SEM)	OPPORTUNITY Transformation of North America into a football powerhouse Re-introduce FIFA to commercial partners Inspire youth Elevate women's game Expand coaching, referee training	OPPORTUNITY More fans (~250 million in North America) Engaged communities ("Minutes from Football") Proprietary fan data and intelligence Improved football culture (inclusive, welcoming, global)	OPPORTUNITY Blueprint for connecting 2026 pitches and safe spaces to play Science-based programming/connect to behavior Curriculum (STEM)
CANADA		Growth in all areas of game; alignment of Men's National Team program		Promote social inclusion and life-long health
MEXICO		Access to football for girls and women		Promote public health and active lifestyles
UNITED STATES		Underserved communities; income equality		Prioritize underserved communities
SUSTAINABILITY+				
INNOVATION				

3

POLITICAL SUPPORT IN HOST COUNTRIES



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3 Political Support in Host Countries



3 Political Support

- UNITY
- CERTAINTY
- OPPORTUNITY

The United Bid enjoys broad support from political and government officials throughout North America, along with business and civic leaders in our Candidate Host Cities, and hundreds of communities across Canada, Mexico, and the United States.

All three federal governments have committed their support to the United Bid, confirmed by their completion of all government guarantees and other documentation, and reinforced by their active engagement and support as we developed our bid submission.

Each of the three governments crafted a vision statement – included as an appendix to this Bid Book – that highlights their support for FIFA's future vision and commitment to using the power of football to transform lives and communities at home and around the world.

In a reflection of the United nature of our bid, the governments of Canada, Mexico, and the United States worked together to create a shared vision that also appears as part of each of their three visions.



16
Host Cities



23
to select from



3.1 United Support

The shared vision is as follows:

Great events leave behind great legacies, including programs and ideas that benefit individuals, communities, and nations. Truly great legacies also provide for an engaged public empowered with skills, experience, and direction to carry forward and shape future generations. The best of these legacies has an impact that is both immediate and enduring.

Hosting the 2026 FIFA World Cup™ provides an opportunity to demonstrate the leadership role our nations can play in advancing goals that are both deeply held and universally shared. It will shine a spotlight not just on our football passion and ambitions, but on our core beliefs in justice, freedom, equality, and opportunity.

We have a long history of partnership. As neighbors, we work together and learn from each other. Innovations and new ideas are shared among our citizens. Culture and language transcend our borders. We support and enable one another, promoting growth and prosperity in ways that advance each nation and our continent as a whole. We are united in our respect for people regardless of race, gender, sexual orientation, language, religion, or opinion.

Together, the three nations that comprise this United Bid offer the prospect of staging the first 48-nation FIFA World Cup™ to the highest achievable standards, serving as a possible benchmark for future organizers. All of our Candidate Host Cities currently have the required stadiums and infrastructure, and are continually investing in this area and improving our capacity at all levels. The resources saved by capitalizing on past and ongoing investments can be applied to expanding the reach of the game, through football development programs designed to build on and broaden the huge wave of enthusiasm that will be generated by the 2026 FIFA World Cup™.

The United Bid will benefit football in North America at all levels and have a positive impact on the future of the sport worldwide, delivering extraordinary benefits for the global football community. We are committed to this goal and look forward to contributing to these outcomes.

Canada Government Vision Statement: The Canada Government Vision Statement includes the following priorities and commitments:

■ **GROWING THE GAME AND ENGAGING**

YOUTH: Hosting the FIFA Women’s World Cup™ in 2015 energized football in Canada. It showed that Canada is a “football nation”. Hosting the FIFA Men’s World Cup™ will build upon that sentiment. The Canadian Soccer Association has stated that it will use the 2026 FIFA World Cup™ as a catalyst to build the men’s game in Canada. The Canadian women’s team has shown that they can contend with the world’s best. With dedication and hard work, the men’s team will also rise in the rankings.

■ **CELEBRATING DIVERSITY:** One-fifth of Canadians were born outside of Canada, and the country welcomes approximately 300,000 new immigrants each year from all over the world. During a truly global event like the FIFA World Cup™, Canadian immigrants celebrate their country of origin and natural-born Canadians may celebrate their ancestors’ country of origin. Canadians understand that diversity is Canada’s strength, and know that Canada has succeeded – culturally, politically, economically – because of its diversity, not in spite of it. The Government of Canada intends to use the 2026 FIFA World Cup™ as a catalyst for further celebration of diversity and inclusion in Canada.

■ **PROMOTING HUMAN RIGHTS:** Canada welcomes the opportunity to showcase human rights as integral for peace and quality of life

for all people. While 2026 FIFA World Cup™ is a men’s sporting event, the Government of Canada is committed to addressing gender imbalances within Canadian society and around the world and will use the event as an opportunity to promote positive messaging on gender equality.

■ **PROMOTING HEALTH AND PHYSICAL**

ACTIVITY: Physical activity plays an important role in the health, well-being, and quality of life of Canadians. People who are physically active live longer, healthier lives. Active people are more productive, and more likely to avoid illness and injury. Hosting a major event like 2026 FIFA World Cup™ serves as an inspiration for all Canadians to be active, through sport and recreational activity. The Government of Canada promotes health and physical activity for Canadians and will use the positive messages which the competition provides to encourage Canadians.

■ **CELEBRATING NORTH AMERICA:**

Canada, Mexico, and the United States share a deep, long-standing partnership which is founded in shared geography, common values and interests, and one of the largest, most comprehensive trading relationships in the world. It extends from the national level, to the provincial and municipal, to countless ties of friendship, family, sport, culture, and commerce between individuals.

Mexico Government Vision Statement:

The vision statement from the Mexican government confirms that, “Football is held in

passionate regard by all Mexicans. It is central to our vibrant culture. In fact, it is the heartbeat of our nation. For Mexico, hosting the 2026 FIFA World Cup™ together with our neighbors will be a powerful statement of North American unity and shared values. Football knows no borders and we can show the world how the strongest economic, cultural, and political ties can be forged through the universal game.”

The Mexico government Vision Statement includes the following priorities and commitments:

▪ **MAKING HEALTH AND SPORT A**

NATIONAL MISSION: Like many Western nations, we are facing a growing decline in physical activity among our citizens and consequently a growth in childhood obesity. Sport in general is an important way to counteract this trend and football is the single most appealing motivation. The 2026 competition gives us a once-in-a-lifetime opportunity to energize the younger generation through inspirational programs linked to the 2026 FIFA World Cup™ and with the full support of the educational authorities and football organizations in Mexico.

▪ **ECONOMIC OPPORTUNITY:** As the 9th largest economy in the world, we embrace the prospect of hosting the 2026 FIFA World Cup™ as a wholly positive undertaking for our citizens.

In all its many facets, the 2026 FIFA World Cup™ will provide jobs, increase economic activity, and raise levels of performance across a wide range of industries, further

expanding those at which we excel and encouraging learning processes resulting from volunteer training and from working with world-leading experts in diverse areas such as broadcasting and media. We will capitalize on this opportunity with the support of our leading businesses, educational establishments, and the full engagement of our public authorities, to make real and lasting advances for our economy.

- **THE ENVIRONMENT:** Sustainability and “green” solutions are a priority of the United Bid. Our partners in Canada and the United States are world leaders in environmental research and protection, and hosting the event in North America will create tremendous opportunities to share knowledge and best practices. We will pledge full support for sustainability-related improvements to make this event the lowest-carbon FIFA World Cup™ of the modern era and a case study for our industries. Mexico will commit itself to fight pollution, cut waste, and look after the beautiful environment that draws millions of tourists to our shores.
- **HUMAN RIGHTS:** Mexico recognizes the importance of putting human rights at the top of the agenda and believes that the high standards and commitments required by those responsible for hosting the event will provide a valuable human rights platform on which to build greater awareness. Through the universal language of football, we will strive to build greater respect for the rights of the individual. We will link football-oriented programs to the concept of fair play for all,

on and off the pitch, drawing a parallel that everyone can understand and join. We will also focus on the under-privileged youth generation – the right lessons learned now can last a lifetime.

United States Government Vision

Statement: The vision statement for the United States includes the following priorities and commitments:

▪ INCREASING ECONOMIC

OPPORTUNITY: The success of our Nation requires us to promote the well-being of workers. Through our preparations and hosting of the 2026 FIFA World Cup™, we will encourage opportunities for gainful employment and support appropriate work-related benefits and rights for all of our citizens.

▪ **ENSURING SECURITY:** We are committed to ensuring the United States homeland is safe, secure, and resilient against terrorism and additional threats. We will demonstrate accountability, efficiency, transparency, and leadership through our preparations for and hosting of the 2026 FIFA World Cup™.

▪ PROMOTING HEALTHY AND ACTIVE

LIFESTYLES: An active lifestyle is linked to long-term health benefits for all people.

Bringing the 2026 FIFA World Cup™ Competition and Competition-related events to North America will help inspire and promote physical activity among Americans of all ages. It will especially encourage a new generation of our citizens to participate in activities that improve their health and wellness, and that provide opportunities to develop team relationships and leadership skills that will serve them later in life.

▪ UPHOLDING ENVIRONMENTAL

PROTECTION: The United States remains committed to being a leader in environmental protection, while we advance energy security and economic growth. Hosting the 2026 FIFA World Cup™ will allow us to showcase and advance this leadership with our partners and the world.

▪ **ADVANCING HUMAN RIGHTS:** The United States has an important leadership role in championing fundamental human rights and sound, transparent governance. Through the preparations for and hosting of the 2026 FIFA World Cup™ Competition and Competition-related events in North America, we intend to emulate these goals along with our partners in Mexico and Canada.



The complete Vision Statements are included in the Appendix.

	Canada	Mexico	US
HEALTHY AND ACTIVE LIFESTYLES	✓	✓	✓
ECONOMIC OPPORTUNITY	✓	✓	✓
THE ENVIRONMENT	✓	✓	✓
HUMAN RIGHTS	✓	✓	✓
SECURITY	✓	✓	✓

3.2 Communicating the Vision

CANDIDATE HOST CITY VISION STATEMENTS

The United Bid enjoys the full support of local government and political leaders, confirmed by their completion of all government guarantees and other documentation, and reinforced by their active engagement and support as we developed our bid submission.

Each of our Candidate Host Cities crafted a vision statement – included as an appendix with this Bid Book – that highlights their support for FIFA's future vision and their commitment to using the power of football to transform lives and communities at home and around the world.

In a reflection of the united nature of our bid, the leaders of our Candidate Host Cities worked together to co-create a shared vision that also appears as part of each of their individual visions.

Their shared vision is as follows:



Together with our city partners from Canada, Mexico, and the United States, we are ready to host the 2026 FIFA World Cup™ – UNITED, AS ONE.

Together we recognize this as a once-in-a-generation opportunity to create a lasting and immensely positive legacy. We offer unity of purpose, the certainty provided by our existing infrastructure, and a world of opportunity created by the staging of an inclusive, sustainable, and forward-looking event.

Candidate Host Cities are central to the United Bid. They are the canvas on which the 2026 FIFA World Cup™ gets painted. Cities are a fusion of public, private, and civic institutions that power economies and shape urban life. Together, it is the synergy created by our Candidate Host Cities that can transform this great event for future generations, through leadership, innovation, and example.

Together we pledge to embrace equality, encourage accessibility, and celebrate the diversity that our three nations and the world of football represent. We will use new technologies to accelerate progress and encourage fresh thinking. Finally, we will harness the momentum of this extraordinary event as a catalyst in key areas such as health and fitness, education, human rights, and the environment.

Atlanta: The city of Atlanta has demonstrated a track record of hosting large-scale sporting events and will work with stakeholders to accomplish the goals for an outstanding 2026 FIFA World Cup™.

Baltimore: Baltimore will continue to lead the way in welcoming the world to America and uniting citizens, cultures, commerce, medicine, education, the environment, religion, and sport to create a better future for people everywhere.

Boston: Our vision is to unite Boston's international citizens around building an inclusive, engaging, Boston-themed experience for our visitors, and a lasting legacy of football accessibility so that all our children can enjoy the game now and participate in its future growth.

Cincinnati: Our vision is based on the city's renaissance. The re-birth of the riverfront, downtown, and Over-the-Rhine neighborhoods are a result of non-profits, for-profits, and community, business, and city leaders, coming together to advance and grow the Queen City. This revitalization has been epitomized by the birth and explosion of FC Cincinnati on both the national and international football stages.

Dallas: Our Host City vision is united through football. We will pledge to foster a welcoming environment, inclusive of all races, religions, nationalities, sexualities, ages, abilities, and genders, leveraging true southern hospitality to promote a world-class experience. It will unite us as one, honoring

football's past, celebrating its present, and innovating for its future.

Denver: Our vision is to celebrate our city's many diverse cultures through the common language of football by providing programs that will encourage and enhance cross-cultural engagement for all ages, enhance the health and fitness of the community, and elevate the game of football through greater participation and quality of play.

Edmonton: Our vision is to build excitement through community engagement and inclusion, motivate activity and physical literacy through growing awareness and interactive programming, inspire players to become competitors by showing them clear paths to reach their football goals, and find unity in diversity through a shared passion for the beautiful game.

Guadalajara: Our vision is to represent Mexico and its citizens with dignity as hosts of the greatest sporting event on earth. Enjoying accelerated development, Guadalajara is emerging as one of the most important cities in Mexico, and the 2026 FIFA World Cup™ is an opportunity to demonstrate that our ideals match those of the great game of football.

Houston: Our vision is to leverage our unique strength as one of the most diverse destinations in America. We will welcome all nations of the world in a Texas-style warm and friendly fashion, and use the inspiration of the world's greatest event to unite every segment of our community.

Kansas City: Our vision is to unite our two cities, unite our two states, and unite our region, to serve as a catalyst to achieve our dreams of a better way of life for ourselves, our neighbors, and our children.

Los Angeles: Our vision is to create a platform upon which the sport of football and the 2026 FIFA World Cup™ can showcase and inspire – on and off the field – achievement joy, unity, connection, as well as enduring memories of athletic accomplishments, a legacy of sustainability, and global innovation.

Mexico City: Our vision is to offer constant, positive change to our communities through the challenge of staging the 2026 FIFA World Cup™ and enhance the experience for visitors to our city. We will share our culture, traditions, and diversity in a sustainable, inclusive, and innovative way, inspiring our country, our region, and the world.

Miami: Our shared love of football brings people together from all walks of life. Our vision is to help unite our global community and to serve as a symbol of hope for football fans around the world.

Monterrey: Our vision is to share the already existing passion for football in Monterrey and the particular way in which it is intertwined with the people and families living here, while improving and enhancing the living conditions in our city as we learn from our three co-hosting countries' best practices in preparation for this great event.

Montréal: Our vision is to combine FIFA's

football expertise with local talent, creativity, and innovation to take football to new heights while at the same time benefiting every resident of our diverse communities. Football will be the unifying thread linking all cultures and backgrounds. Through consolidated efforts, Montréal will once again show the world its beauty and attractiveness – a city full of opportunities that stands as an example of cooperation and openness.

Nashville: Music is the universal language and football is the universal sport. As Music City, our vision is to unite the world through music and football, two of the most compelling motivations worldwide.

New York/New Jersey: Our vision is for New York and New Jersey to stand united to create the ultimate sports and entertainment experience for the teams and fans. We pledge to leave a lasting legacy that will inspire future generations of football fans.

Orlando: As we've done countless times in the past, Orlando will deliver a bold, magical, and incomparable once-in-a-lifetime experience for all. It's what we do best.

Philadelphia: We envision an environmentally rich Philadelphia, a city that is open, friendly, and welcoming to visitors, immigrants, and people of all backgrounds. We envision Philadelphia as a city of healthy people with greater personal and community resources; more connected to each other, to their neighborhoods, and their government, open to new possibilities, and living with pride and confidence in their city.

San Francisco Bay Area: Our vision for hosting the 2026 FIFA World Cup™ is to unite Bay Area cities, cultures, and football fans around the world's game to create positive social change throughout our community. With a spirit of innovation and embracing the diversity of the region, we aim to inspire a cultural movement around football that leaves a lasting legacy for future generations.

Seattle: With over 40 years of professional football history, our passion for the world's game is known globally. "UNITED, AS ONE" through innovation, we offer an unrivaled platform for the game. No one else can compete with the future as imagined by Seattle.

Toronto: It is our ultimate goal to contribute towards the prosperity, growth, and enthusiasm of the entire global football community and beyond, through staging an incredibly successful 2026 FIFA World Cup™.

Washington, DC: Our vision is: Cultural diplomacy, uniting residents and visitors through sport.



The full Vision Statements for all Candidate Host Cities are included in the Appendix.

Summary of Candidate Host City Visions

THE EVENT

- An exemplary 2026 FIFA World Cup™
- Lasting and immensely positive legacy
- Inclusive, sustainable, and forward-looking event
- Prosperity and growth for the global football community

THE GAME

- Inspire players to become competitors
- Encourage accessibility
- Accelerate progress through use of new technology
- Encourage fresh thinking
- Inspire a cultural movement around football
- Elevate the game

THE FANS

- Build Fan Councils in local neighborhoods
- Celebrate diversity
- Engage new communities
- Unite with fellow fans across the continent

THE WORLD

- Progress health and fitness, education, human rights, and environmental sustainability
- Create a better future for people everywhere
- Unite citizens, cultures, commerce, medicine, education, the environment, religion, and sport
- Local development
- Sustainability and global innovation

Leaders Council

The United Bid enjoys support from business, civic, and community leaders across our three Host Countries and in each of our Candidate Host Cities. Members of the United Bid's Leadership Council include people from the entertainment community, environmental and human rights advocates, civil society leaders, technology innovators, entrepreneurs, and more.

The members of the Leaders Council have already played a considerable role in shaping our bid submission and have committed their support to the planning and staging of the 2026 FIFA World Cup™.

Candidate Host City Leaders

The United Bid is fortunate to have a group of ambassadors, including city government and local sports leaders, entertainment and business influencers, venue and team owners, and more – all of whom have volunteered their time and energy, and have been integral in securing all the necessary guarantees and required information found throughout our bid submission.

Political Support in Host Countries

Candidate Host City Committee Members

The Candidate Host City Committee Members include:

Atlanta

AJ Robinson, Member, Central Atlanta Progress, President & CEO

Dan Corso, Chairperson, President, Atlanta Sports Council

Dan Gordon, Deputy Chairperson, Chief Operating Officer, City of Atlanta

Darren Eales, Atlanta United, President

Frank Poe, Member, Georgia World Congress Center Authority, Executive Director

Rich McKay, Atlanta Falcons, President & CEO

Scott Jenkins, Mercedes-Benz Stadium, General Manager

Tim Zulawski, Member, AMB Sports & Entertainment, Chief Commercial Officer

William Pate, Member, Atlanta Convention & Visitors Bureau, President & CEO

Baltimore

Al Hutchinson, CEO Visit Baltimore

Boyd Rutherford, Honorary Chairperson, Lt. Governor, State of Maryland

Dick Cass, Executive Director, BOPA

Don Fry, CEO, Greater Baltimore Committee

Jim Smith, Chief Strategist, Mayor's Office

Kirby Fowler, CEO, Downtown Partnership

Lauri Schwartz, CEO, Baltimore Waterfront

Mayor Catherine Pugh, Honorary Chairperson, Mayor, City of Baltimore

Michael J. Frenz, Chairperson, Executive Director, Maryland Stadium Authority, Primary Liaison to City and State Government Officials

Terry Hasseltine, Deputy Chairperson, Executive Director, Maryland's Sports Commission

Thomas Kelso, MSA Chairman and MSA BOD

Boston

Amy Yandle, Interim Director, Mayor's Office of Tourism, Sports, & Entertainment

Bill Baker, Foxborough Police Chief

Brian Bilello, Chairperson, President, New England Revolution

Brian Early, General Manager, Patriot Place

Francois-Laurent Nivaud, Member, Executive Director, Massachusetts Office of Travel & Tourism

Mark Briggs, Security, TeamOps and Gillette Stadium

Mayor Marty Walsh, Honorary Chairperson, Mayor, City of Boston

Pat Moscaritolo, Greater Boston Convention & Visitors Bureau

Phil Buttafuoco, Deputy Chairperson, Executive Director of Special Events, Gillette Stadium

Roger Hatfield, Foxborough Fire and Rescue Chief

Shannah McArdle, Massachusetts Sports Marketing Office

Stephanie Pappas, Greater Boston Convention and Visitors Bureau

Cincinnati

Carl H. Linder, Chairperson, FC Cincinnati Owner & CEO

Jeff Berding, Deputy Chairperson, FC Cincinnati President & General Manager

Leslie Spencer, Primary Contact, Executive Director, Cincinnati USA Sports Commission

Dallas

Chad Estis, Executive Vice President of Business Operations, AT&T Stadium

Dan Hunt, Chairperson, President of FC Dallas Soccer Club

Daniel Huerta, Executive Director, Cotton Bowl Stadium

Delanie Foley, Director of Event Booking, AT&T Stadium

Jimmy Smith, COO & CFO, FC Dallas

Mark Dubner, Director of Aviation in City of Dallas, Dallas Love Field Airport

Mayor Jeff Williams, Mayor of Arlington

Mayor Mike Rawlings, Mayor of Dallas

Michael Morris, Director of Transportation, North Central Texas Council of Governments

Monica Paul, Deputy Chairperson, Executive Director, Dallas Sports Commission

Phillip Jones, President & CEO, Visit Dallas

Ron Price, President & CEO, Visit Arlington

Sean Donahue, President & CEO, DFW Airport

TC Broadnax, City Manager, City of Dallas

Trey Yelverton, City Manager, City of Arlington

Willis Winters, Member, Executive Director, Dallas Parks & Rec

Denver

Chris Herndon, City and County of Denver, City Council, Councilman District 8

Chuck Olney, Sports Authority Field at Mile High, Director of Business Development

Dr. Bob Contiguglia, Chairperson, Past President, U.S. Soccer Foundation

John Hickenlooper, Honorary State of Colorado, Governor

Lindsay Arell, Honeycomb Strategies, Principal

Manny Rodriguez, Deputy Chairperson, University of Colorado Health, Chief Marketing Officer

Matt Hutchings, Honorary Member, Kroenke Sports & Entertainment, EVP & Chief Operating Officer

Matthew Payne, Denver Sports Commission, Executive Director

Mayor Michael B. Hancock, Honorary Member, Mayor, City and County of Denver

Richard Scharf, Visit Denver, President & CEO

Sarah Bruton, Denver International Airport, Sr. Director of Customer Service

Edmonton

Bill Gilhespy, Edmonton Soccer Association

Denny Andrews, Business Leader

Doug McLean, Director of Marketing and Events, Edmonton Tourism

Heather Seutter, Director, Commonwealth Stadium, City of Edmonton

Janine Helland, National Organizing Committee, FIFA Women's World Cup Canada 2015™

Lindsay Harrison, Senior Manager, Edmonton Events

Maggie Davison, Deputy Chairperson, Vice President, Edmonton Tourism

Nicole Poirier, Director, Civic Events & Festivals, City of Edmonton

Roger Jevne, Chairperson, Branch Manager, Community and Recreation Facilities, City of Edmonton

Ronna Bremer, Director, Active Living and Event Attraction, City of Edmonton

Tom Fath, Co-Owner, FC Edmonton

Guadalajara

Arturo Galvez, CHIVAS, Legal

Jose Luis Higuera, Chairperson, Dir. Gral – CEO Grupo OMNILIFE – CHIVAS

Jose Maria Aldrete, Deputy Chairperson, CHIVAS

Juan Jose Frangie, Member, Zapopan Municipality

Juan Murray Campell, Member, CHIVAS, Commercial

Pedro Lobato Camacho, CHIVAS, Security

Roberto Lopez Lara, Jalisco State

Houston

Chris Canetti, President, Houston Dynamo

David Fletcher, General Manager, Lone Star Sports & Entertainment

Dawn Ullrich, President & CEO, Houston First Corporation

Jamey Rootes, President, Houston Texans

Janis Schmees Burke, Chairperson, CEO, Harris County Sports Authority

John Solis, Senior Vice President, Greater Houston Convention & Visitors Bureau

Kathy Luhn, Chief of Staff, Harris County Judge's Office

Kevin Hoffman, Executive Director, Harris County Sports & Convention Corporation

Mark Miller, General Manager, SMG-NRG Park

Mark Waterman, Deputy Chairperson, President, Greater Houston Convention and Visitors Bureau & Executive Vice President, Houston First Corp.

Susan Christian, Mayor's Office of Special Events

Kansas City

Amy Rodriguez, USWNT, FIFA Women's World Cup™ 2011 & 2015

Becky Sauerbrunn, USWNT, FIFA Women's World Cup™ 2011 & 2015

Benny Feilhaber, USMNT, FIFA World Cup™ 2010

Brian Bliss, USMNT, FIFA World Cup™ 1990, Director of Player Personnel Sporting Kansas City

Clark Hunt, Chairperson, Chairman & CEO, Kansas City Chiefs Football Club

Clifford Illig, Chairperson, Co-Founder of Cerner Corporation, Member of Sporting Club & Sporting KC Ownership

David Ficklin, Bid Director

Desiree Scott, Canadian WNT, FIFA Women's World Cup™ 2011 & 2015

Frank White, Honorary Member, County Executive, Jackson County, Missouri

Graham Zusi, US National Team, FIFA World Cup™ 2014, Sporting Kansas City

Katie Bowen, USWNT, FIFA Women's World Cup™ 2011 & 2015

David Alvey, Mayor & CEO, Unified Government of Wyandotte County & Kansas City

Matt Besler, Other, US National Team, FIFA World Cup™ 2014, Sporting Kansas City

Sly James, Mayor, City of Kansas, Missouri

Nicole Barnhart, USWNT, FIFA Women's World Cup™ 2007 & 2011

Peter Vermes, US National Team, FIFA World Cup™ 1990, Manager & Technical Director, Sporting Kansas City

Robb Heineman, CEO, Sporting Kansas City

Roger Espinoza, Honduras National Team, FIFA World Cup™ 2010 & 2014, Sporting Kansas City

Sydney Leroux Dwyer, Other, USWNT, FIFA Women's World Cup™ 2015

Los Angeles

Alan Rothenberg, Premier Partnerships

Allison Citelli, Los Angeles Sports & Entertainment Commission

Bennet Rosenthal, Co-managing Owner, LAFC

Bob Graziano, Chairperson, LA84 Foundation

Brandon Beck, Co-managing Owner, LAFC

Chris Klein, President, Los Angeles Galaxy

Dan Beckerman, President, AEG

Darryl Dunn, General Manager, Rose Bowl

David Simon, President, Los Angeles Sports Council

Don Skeoch, Los Angeles Tourism & Convention Board

Ernest Wooden, Los Angeles Tourism & Convention Board

Joe Furin, General Manager, LA Coliseum

Kathryn Schloessman, Deputy Chairperson, President, Los Angeles Sports & Entertainment Commission

Katie Pandolfo, General Manager, StubHub Centre

Kevin Demoff, LASED

Kevin James, Board of Public Works

Larry Freedman, EVP Chief Business Officer, LAFC

Lee Zeidman, Los Angeles Sports & Entertainment Commission

Lukas Hoebarth, Principal, Deloitte Consulting (Finance Chair)

Marisa Blank, Los Angeles Tourism & Convention Board

Marla Messing, Vice President and Executive Director of Sport Leader Relations

Melanie McDade, City of Inglewood

Renata Simnil, LA84 Foundation

Stephanie Cheng, LASED

Terry Teornek, City of Pasadena

Mexico City

Andres Vergara De la Torre, Stadium Director, Azteca Stadium

Armando Ahued Ortega, Secretary of Health

Armando Lopez Cardenas, Secretary of Tourism

Edgar Amador Zamora, Secretary of Finance

Edgar Oswaldo Tungui Rodriguez, Secretary of Public Works

Fausto Lugo Garcia, Secretary of Civil Protection

Hector Serrano Cortes, Secretary of Mobility

Hiram Almeida Estrada, Secretary of Public Security

Horacio de la Vega, Director, Mexico City Sports Institute

Irene Munoz Trujillo, Head of the Mexico City Promotion Fund

Manuel Granados Covarrubias, Head of the Legal Counsel

Patricia Mercado Castro, Secretary of Government

Salomon Chertorivski Woldenberg, Secretary of Economic Development

Tanya Muller Garcia, Secretary of Environment

Miami

Mayor Carlos A. Gimenez, Chairperson, Mayor, Miami-Dade County

William D. Talbert III, Deputy Chairperson, President & CEO, Greater Miami Convention & Visitor Bureau

Monterrey

Aida Rodríguez Malpica Azoños, Strategic Project Developer, Club de Fútbol Monterrey

Andrés Rodríguez Mercado, Urban Sustainability and Control Secretary (City Council)

Epigmenio Garza Villarreal, General Secretary (Guadalupe City Council)

Gral. Arturo González García, Public Security Secretary (State)

Javier Rodríguez Garza, Stadium's Operations Director

Jorge Stahl Escamilla, Economic Development Secretary (City Council)

Jose Gonzalez Ornelas, Chairperson, President of the Administrative Council of Club de Futbol Monterrey

Lic. Manuel Florentino Gonzalez, General Secretary (State)

Miguel Angel Cantú González, Touristic Development Corp. Director (State)

Nelson Doria, Member, Governor's PA

Roberto Russildi Montellano, Sustainable Development Secretary (State)

Tonatiuh Mejia Moysen, Deputy Chairperson, Executive VP Club de Futbol Monterrey

Victor Manuel Navarro Ortiz, Public Security Secretary (City Council)

Montréal

Chantale Philie, Conseillère en planification, Service de la diversité sociale et des sports, Ville de Montréal

Denis Coderre, Co-Chairperson, Mayor of Montréal

Michel Labreque, Chief Executive Officer, Olympic Park

Normand Fauchon, Director, La Direction de la gestion administrative et des contrôles des programmes of the Ministère de l'Éducation et de l'Enseignement supérieur of the Gouvernement du Québec

Pierre Marchand, President, Fédération de soccer du Québec

Richard Legendre, Executive Vice-President, Montréal Impact

Tony Loffreda, Co-Chairperson, Vice-Chairman, RBC Wealth Management

Yves Lalumiere, Deputy Chairperson, Chief Executive Officer, Tourisme Montréal

Nashville

Adrienne Siemers, Primary Contact, Director of Sales, Nashville Convention & Visitors Corp

Alberto Gonzalez, Dean of College of Law, Belmont University; former US Attorney General

Butch Spyridon, Deputy Chairperson, President & CEO, Nashville Convention & Visitors Corp

Court Jeske, CEO, Nashville Soccer Club

David Williams, Vice Chancellor for Athletics and University Affairs and Athletics Director, Vanderbilt University

Derek Greene, Director of Sponsorship & Marketing, TN State Soccer Association

John Ingram, Chairperson, Chairman, Ingram Industries; CEO, Nashville Soccer Holdings

Jorge Blanco, Recording Artist

Ken Levitan, President, Vector Management

Renata Soto, Co-founder and Executive Director, Conexion Americas

Rich Riebling, COO, City of Nashville

Sarah Trahern, CEO, Country Music Association

Steve Underwood, President and CEO, Tennessee Titans

Will Alexander, Senior Director Private Equity, Hall Capitol

New York/New Jersey

Claudia Locricchio, Tourism & Event Manager, New Jersey Sports & Exposition Authority

Erik Stover, Deputy Chairperson, Chief Operating Officer, New York Cosmos

Fred Dixon, President and CEO, NYC & Company

Helen Strus, Director, Marketing & Communications, MetLife Stadium

Jeff Mohl, Vice President, Sports Marketing, NYC & Company

Jim Kirkos, President and CEO, Meadowlands Regional Chamber

John Patricof, Deputy Chairperson, New York City Football Club

Judy Ross, Vice President, Meadowlands Regional Chamber

Marc DeGrandpre, Deputy Chairperson, General Manager, New York Red Bulls

Matthew Surabian, Director, Event Booking & Transportation, MetLife Stadium

Mayor Bill de Blasio, Chairperson, Mayor, New York City

Ron VanDeVeen, Deputy Chairperson, President & CEO, MetLife Stadium

Shaun Oliver, Vice President, Operations, New York Red Bulls

Wayne Hasenbalg, Chairperson, President and CEO, New Jersey Sports & Exposition Authority

Orlando

Alex Leitao, Chairperson, Chief Executive Officer, Orlando City Soccer Club

Allen Johnson, Chairperson, Orlando Ventures

Craig Borkon, Deputy Chairperson, Orlando Ventures

Jason Siegel, Chairperson, President & CEO, Central Florida Sports Commission

Jennifer Lastik, Deputy Chairperson, Central Florida Sports Commission

Mayor Buddy Dyer, Honorary Chairperson, Mayor, City of Orlando

Mayor Teresa Jacobs, Honorary Chairperson, Mayor, Orange County, FL

Teresa Tatlonghari, Deputy Chairperson

Philadelphia

Don Smolenski, Deputy Chairperson, President, Philadelphia Eagles

Julie Coker Graham, Deputy Chairperson, President, PHLCVB

Larry Needle, Primary Contact, Executive Director, PHL Sports

Mayor James F. Kenney, Chairperson, Mayor of Philadelphia

San Francisco Bay Area

Al Guido, Chairperson, President, Forty Niners Stadium Management Company/Levi's Stadium

Brandi Chastain, Olympic Gold Medalist and FIFA Women's World Cup™ Champion

Carl Guardino, SV Leadership Group

David Eadie, Deputy Director, San Jose Sports Authority

Former Mayor, Edwin M. Lee, Honorary Member, Former Mayor, City of San Francisco

Joe D'Alessandro, President & CEO, SF Travel Association

John Poch, Executive Director, San Jose Sports Authority

Karolyn Kirchgessler, President & CEO, Team San Jose

Lisa Moreno, General Manager & CEO, Santa Clara Convention Center and Convention & Visitors Bureau

Matt Mahood, President & CEO, The Silicon Valley Organization

Mayor Lisa M. Gillmor, Honorary Member, Mayor, City of Santa Clara

Mayor Sam T. Liccardo, Honorary Member, Mayor, City of San Jose

Patricia Ernstrom, Deputy Chairperson, VP Special Events, Forty Niners Stadium Management Company/Levi's Stadium

Tom Fox, President, San Jose Earthquakes

Seattle

Adrian Hanauer, Honorary Chairperson, Majority Owner, Seattle Sounders FC

Ann Kawasaki-Romero, Executive Director, Public Stadium Authority (Owners of CenturyLink Field)

Ben Oliver, President & CEO, Starfire Sports

Beth Knox, President & CEO, Special Olympics USA Games

Chip Lydyum, Associate Athletic Director, University of Washington

Courtney Gregoire, Port of Seattle Commissioner, Position 2; Vice President, Energy & Sustainability Comm.

David Young, General Manager, First & Goal, Inc./CenturyLink Field

Heidi Hughes, Executive Director, Friends of the Waterfront Seattle

Maya Mendoza-Exstrom, Deputy Chairperson, General Council and Government Affairs Director, Seattle Sounders FC

Ralph Morton, Chairperson, Executive Director,
Seattle Sports Commission

Rebecca Lovell, Deputy Director, Office of Economic
Development

Shaney Fink, Director of Athletics, Seattle University

Tom Norwalk, President & CEO, Visit Seattle

Toronto

Bill Manning, Co-Chair, President, Toronto FC, Maple
Leaf Sports & Entertainment Ltd.

Chris Eby, Co-Chair, Chief of Staff, Office of the Mayor
City of Toronto

Councillor Cesar Palacio, City Councillor, City of
Toronto

Johanne Bélanger, President & CEO, Tourism Toronto

Lawrence M. (Larry) Tanenbaum, Honorary Co-
Chairperson, Chairman of the Board, Maple Leaf
Sports & Entertainment

Matt Ootes, Event Support, Acting Manager, City of
Toronto, Economic Development & Culture

Mayor John Tory, Honorary Co-Chairperson, Mayor of
Toronto

Mike Williams, General Manager, Economic
Development & Culture, City of Toronto

Nick Eaves, Chief Venues and Operations Officer,
Maple Leaf Sports & Entertainment Ltd.

Wayne Zronik, SVP, Music and Live Entertainment,
Maple Leaf Sports & Entertainment Ltd.

Washington, DC

Christopher Thompson, Sports & Visitor Services
Specialist, Destination DC

Eric Moses, Chairperson, Senior Vice President &
Managing Director, Events DC | Sports & Entertainment

Hugh Nicholson, Senior Director,
Sales & Booking, The Washington Redskins

Lawrence Hamm, Deputy Chairperson, Development
Manager, Destination DC

Lindsay Simpson, Director of Media &
Communications, DC United

Mark Treadaway, Vice President, Business Outreach-
Acting Vice President, Corporate Risk & Strategy

Pete Kirschner, Director of Communications, Events
DC, Sports & Entertainment

Stephen Choi, Chief Financial Officer, The Washington
Redskins

A survey of adults in Canada, Mexico, and the United States confirmed broad support for a United Bid to host the 2026 FIFA World Cup™.

3.3 Public Support

In explaining the results, Cliff Johnson, President of Ipsos North America, a leader in polling and market research, noted:

“Overwhelming majorities in each country are in favor of hosting the FIFA World Cup™ and believe that welcoming the world to Canada, Mexico, and the United States will be a good thing not only for their countries, but also for the growth of the game of football in the region. The majority of people in North America support the United Bid because it will enhance their country’s image and economic standing. This support extends beyond so-called fans of the sport, demonstrating a broad sense that this United Bid will be good for the countries, region, and the game of football overall.”

The results of the survey included:

- 77% of North American residents are in favor of hosting the first ever 48-team FIFA World Cup™, and 81% of respondents across the three countries agreed that hosting the tournament would be good for their specific country.

- With more than eight years until the event will take place, nearly six-in-ten of those surveyed say they would be interested in attending FIFA World Cup™ matches if the games were played near where they live or work. Some of the top reasons for hosting the FIFA World Cup™ in each country include the anticipated economic benefits hosting the tournament would bring to the region and the spread of a positive image of the country around the world.
- A small number of people surveyed (8%) initially expressed concerns about hosting. Those who do not follow the sport regularly were especially likely to feel this way, and yet when told that a potential advantage of the United Bid is that no new stadiums will need to be built to host FIFA World Cup™ matches, the feeling instantly changed. Knowing that the United Bid’s approach would dramatically reduce the financial burden on taxpayers and governments in Canada, Mexico, and the United States, 79% said that fact makes them more supportive of hosting the tournament.

Half of those who are supportive of the bid believe that co-hosting the games with their neighboring countries would boost the image of their nation around the world.

UNITED SUPPORT



81%

believe it is good for their countries



57%

interested in attending FIFA World Cup™ matches in 2026

North America is home to one of the most competitive and advanced professional sports landscapes in the world



77%

support the United Bid effort

Combined Population of Canada, Mexico, and the United States

500m

people

EVERY GAME IS A HOME GAME

PUTTING PLAYERS AND FANS FIRST

Host Country Information

- 4 General Information
- 5 Political Information
- 6 Economic Information
- 7 Media and Marketing Information

Canada, Mexico, and the United States have joined together to deliver a United Bid that offers FIFA the power of Unity, the promise of Certainty, and the potential of extraordinary Opportunity – for the EVENT, the GAME, the FANS, and the WORLD.

4

GENERAL INFORMATION



A

B

C

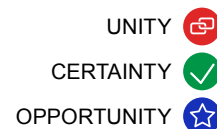
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E

4 General Information



4 General Information



Canada, Mexico, and the United States share a familiar story: our people have forged different paths towards a new destiny for our three countries and our continent. Because of our geography, we have done this with common borders, but our ideals and potential reach far beyond the continent we inhabit together.

4.1 Overview of North America

Over time we have woven together our individual cultures and collaborated in business and politics. We have blended our foods, music, languages, and styles into something uniquely our own. What makes North America unlike any place else is that we are UNITED, AS ONE – especially in our desire to host the 2026 FIFA World Cup™.

North Americans have diverse backgrounds, races, and faiths; young and old; gay, straight, transgender; people with disabilities; and those who inspire through sport and art. We are courageous, optimistic, and ingenious. Across three nations, our citizens are working hard, starting businesses, teaching kids, and choosing to serve their countries at home and abroad. Our engineers are inventing new products, our doctors and scientists are curing diseases, and our artists and musicians are inspiring people of all ages with their creations. We are global citizens and collaborators. Throughout Canada, Mexico, and the United States, the next generation is making its mark, bringing new ideas, fresh energy, and boundless imagination to bear on today's challenges.

North America facts

Population	500 million
City Metro Areas >1 million	69
GDP	USD \$21.5 trillion
FIFA Compatible Stadiums	125+
TV Audience (FIFA World Cup 2014™)	248 million

The people of North America are decent and generous, with big hearts and open minds. We acknowledge our faults, challenge each other to improve, and feel a sense of responsibility to always do and be better. That is why we attract entrepreneurs and innovators from around the globe to create new industries and communities and we help those in need.

We are not afraid to offer our views and support to others.

This is what defines and distinguishes North America. Bonds of affection, a common creed. We don't fear the future; we shape it, embrace it, and pursue it – as people bound together, far stronger than we are on our own. We are UNITED, AS ONE.

Culture of innovation

Nobel Prize Winners	399
Top 100 Global Universities	47
Percentage of Global Venture Capital Investing (2006-16)	70

Canada: Since Canada was founded – born of the encounter between indigenous peoples and those of two European nations, France and Britain – it has grown to be one of the most culturally diverse nations on Earth. More than 200 ethnic groups live in Canada; more than 40 cultures are represented in Canada’s ethnic media; and immigration now accounts for more than 50% of Canada’s population growth.

Canada occupies more than 40% of the North American continent and is the second largest country in the world – Canada’s geography is as diverse as its population. From rugged coastlines and endless prairies, to massive stands of virgin forest and magnificent mountain ranges, Canada’s natural beauty is second-to-none. It is also the world’s leader in protecting its natural heritage, with an extensive system of national and provincial parks and wilderness reserves, as well as a strong regime of environmental regulation.

Nearly a third of Canada’s population now lives in large cities of more than one million people – cities that are not only vibrant and cosmopolitan, but among the cleanest and safest cities in the world.

Canada’s more than 36 million people reflect a unique cultural, ethnic, and linguistic makeup, with the highest proportion of foreign born population of all G8 countries having one in five New Canadians calling the country “home.” This diversity is both valued and celebrated across Canada – and being part of the United Bid provides an opportunity for Canadians of all backgrounds to feel and

Canada facts

Founded	1867
Population	36.7 million
City Metro Areas >1 million	5
Provinces/Territories	10
Protected Areas (km ²)	1.05 million
Time Zones	UTC -3.5 to -8
Primary Languages	English and French
TV Audience (FIFA World Cup 2014™)	21 million

show pride in their heritage while sharing passion for the world’s game.

Officially bilingual in English and French since the 1960’s, Canada became the first country in the world to adopt a multi-culturalism policy in 1971, promoting full and equitable participation of peoples of all origins in Canadian society and encouraging interaction between individuals and communities of different origins. Canada has also placed at or near the top of the United Nations Human Development Index every year since it was first calculated in 1990.

As a host of past international sporting events including the record-setting FIFA U-20 World Cup Canada 2007™ and FIFA Women’s World Cup Canada 2015™, Canada has proven experience in leveraging these occasions to accomplish broader national goals. And beyond sports, Canada has established itself as the most open and welcoming nation in the world – accepting scores of refugees when no other country would extend a welcoming offer, and being a leader in gender equality, human rights, and environmental sustainability.

Mexico: Mexico is an ambitious country with a rich and proud history and with its eyes on the future. It is the product of a complex heritage coupled with strong relationships across the region and the world. Mexico's ancient civilizations built elaborate cities and temples, created remarkable works of art, and pioneered advances in agriculture and mathematics. Once dominated by oil exports and agriculture, Mexico's economy is now powered by manufacturing. Harnessing this enormous potential has helped Mexico prosper.

As the eighth most visited country in the world, Mexico is a mega-destination that offers vibrant, multi-faceted experiences unlike any other in the world. In just one day, visitors can relax at one of the world's top beaches, stroll through colorful markets, hear the Mayan language still spoken, visit a crystal blue water cenote hidden in the jungle, and savor a mix of modern and ancient flavors at dinner. The breathtaking and varied landscape of snow-capped peaks, expansive deserts, enveloping forests, and beautiful coastlines, gives Mexico its special character while its people give the country its unique flavor.

Mexico facts

Founded	1810
Population	122 million
City Metro Areas >1 million	11
States	31
Protected Areas (km ²)	254,000
Time Zones	UTC -5 to -8
Primary Language	Spanish
TV Audience (FIFA World Cup 2014™)	82 million

With their shared language, history, and passion festivities and sporting events, Mexicans think of themselves as a homogeneous community despite their ethnic diversity. Considering themselves "Mexican" first, their fans are the most passionate in the world; the 12th player in every match.

Bringing the 2026 FIFA World Cup™ to Mexico will allow us to showcase the quality and diversity of experiences to attendees and the world. It is a country that beckons travelers again and again, for even longer visits each time, in order to fully explore the richness and diversity found everywhere.

The United States: The United States is as big as it is diverse; a nation of people with different backgrounds and beliefs, different experiences and stories. The country is bound by the shared ideal that no matter who you are or what you look like, how you started off or who you love, America is a place where you can chart your own destiny. The country believes all people have a fundamental right to life, liberty, and the pursuit of happiness; secured by the basic freedoms of speech, religion, and assembly. It is a country where everyone has the ability to chase their dreams, while also striving to achieve a common and greater good.

The United States is the third most populated country in the world – an economic and cultural force, with diverse and far-reaching interests and a global influence.

It is among the most diverse countries on the planet. The United States has the largest economy in the world. Companies at or near the forefront of innovation and those industries including technology, medical, pharmaceuticals, aerospace, media, and more call the United States home. As a major source of entertainment and culture, television, movies, music, art, and sports are all primary ingredients in global popular culture.

United States facts

Founded	1776
Population	323 million
City Metro Areas >1 million	53
States	50
Protected Areas (km ²)	1.3 million
Time Zones	UTC -4 to -8
Primary Language	English
TV Audience (FIFA World Cup™ 2014)	105 million

250

years

United States will celebrate 250 years of continuous democracy in 2026

The United States has no official language, but in addition to English, neighborhoods across the country hum with the sounds of more than 300 languages including Chinese, Hindi, Urdu, French, and Tagalog. Spanish is, by far, the most spoken non-English language and more than 40 million Hispanic Americans are bilingual. This diversity, in language and culture, is woven into the fabric of the country's society and contributes to daily lives of everyone who lives or visits here.

2026 will mark the 250th anniversary of the American experiment. We are far from perfect – and every day we use the lessons we have learned over the past two-and-a-half centuries to refine our identity as a nation, serve our people, benefit our partners, and contribute positively to the world.



We initially received applications from 45 cities across Canada, Mexico, and the United States and narrowed the list down after a comprehensive review of each of their communities and facilities. 32 cities were identified as Candidate Host Cities. In addition, dozens of communities, including Chicago, Minneapolis, Salt Lake City, and St. Louis, have expressed interest in supporting the 2026 FIFA World Cup™ by providing training facilities and Base Camp options, hosting satellite FIFA Fan Fest™ events, and fully supporting our efforts to grow the game and engage fans in every community. We will work with FIFA to further expand our hosting concept to ensure the broadest possible impact for this spectacular event.

Candidate Host Cities

Atlanta	Miami
Baltimore	Monterrey
Boston	Montréal
Cincinnati	Nashville
Dallas	New York/New Jersey
Denver	Orlando
Edmonton	Philadelphia
Guadalajara	San Francisco Bay Area
Houston	Seattle
Kansas City	Toronto
Los Angeles	Washington, DC
Mexico City	

16

Host Cities

23

to select from



4.2 Holidays

Holidays in Canada

Holiday Name	Date
New Year's Day	1 January
Flag Day	15 February
Good Friday	Third Friday in April
Victoria Day (All except NB, NS, NL)	Third Monday in May
National Indigenous Peoples Day	21 June
Canada Day	1 July
Labour Day	First Monday in September
Thanksgiving Day	Second Monday in October
Remembrance Day	11 November
Christmas Day	25 December

Holidays in Mexico

Holiday Name	Date
Año Nuevo (New Year's Day)	1 January
Día de la Constitución	5 February
Día de la Bandera (Flag Day)	24 February
Benito Juárez	21 March
Semana Santa y Pascúa	(Good Friday, Easter Sunday, and Spring Break)
Día del Trabajo (Labor Day)	1 May
Cinco de Mayo	5 May
Mothers Day	10 May
Mexican Independence Day	16 September
Día de los Muertos (Day of the Dead)	2 November
Revolution Anniversary	19 November
Our Lady of Guadalupe	12 December
Navidad (Christmas Day)	25 December

Holidays in the United States

Holiday Name	Date
New Year's Day	1 January
Martin Luther King, Jr. Day	Third Monday in January
Presidents' Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	4 July
Labor Day	First Monday in September
Columbus Day	Second Monday in October
Veterans Day	11 November
Thanksgiving Day	Third Thursday in November
Christmas Day	25 December

Across our three countries, there are many holidays that honor specific groups and events, such as Valentine's Day, Earth Day, and Halloween. These are not federal holidays, but they are widely celebrated.

Various ethnic and religious groups also celebrate days with special meaning to them, including: Easter for Christians, the High Holy Days for Jews, Ramadan for Muslims, Day of Vesak for Buddhists, and Diwali for Hindus.



North America is one of the top destinations in the world for international visitors – and the largest and most sophisticated sports tourism market.

4.4 Tourism/Top Sporting Events

The United Bid's Candidate Host Cities are drivers of sport tourism, offering the appeal and allure great sports facilities and events provide. The total economic output of sports tourism in North America is approaching USD \$10 billion annually, and will continue to grow in the coming years.

Canada: Canada is consistently ranked as one of the top tourism destinations in the world and considered among the best sports-

tourism locations anywhere. In 2017, Canada set a new record and welcomed more than 20 million international visitors for leisure and business travel. Events like the Toronto International Film Festival, the Festival International de Jazz de Montréal, and Caribana helped fuel a USD \$90 billion tourism industry, making the contribution to Canada's GDP greater than agriculture, forestry, and fisheries – longtime blue chip industries in Canada – combined.

Mexico: Last year, 35 million international travelers visited Mexico, a record number that generated more than USD \$170 billion and supported 4 million jobs as part of the domestic tourism economy. While Mexico has

Quick Facts	CAN	MEX	USA
International Visitors/Year	20 million	35 million	75 million
Size of Tourism Industry	USD \$96 billion	USD \$166 billion	USD \$1.5 trillion
Tourism Jobs	0.5 million	4.1 million	5.5 million
Top Five Most Visited Destinations	Toronto Niagara Falls Montréal Whistler	Cancun Mexico City Puerto Vallarta Baja California Sur Guadalajara	New York Atlanta Los Angeles Orlando Washington, DC

always been home to some of the world's most visited cultural destinations, the world-class conference facilities, accommodations, and welcoming communities have proven to be the drivers behind Mexico's continued growth and its recognition as a top global industry player in the meetings and events space. Last year alone, Mexico hosted more than 300,000 gatherings, including corporate events, incentive groups, exhibitions, summits, and 182 large-scale congresses. A few notable events included the World Congress of Ophthalmology with 8,000 attendees in Guadalajara; the World Congress of Cardiology and Cardiovascular Health with 5,000 participants in Mexico City; and the Formula One Grand Prix, which was held in Mexico City with 350,000 participants.

United States: The United States is the second most popular tourist destination in the world, attracting more than 75 million visitors annually, helping to make tourism one of the largest industries in the country. The approximately 37.6 million visitors who come from overseas markets, and nearly 38 million from Canada and Mexico, visited national parks throughout the country, amusement and theme parks, and cultural events including Mardi Gras, the National Cherry Blossom Festival, and the Consumer Electronics Show in Las Vegas. All told, tourism contributed nearly USD \$1.5 trillion to the GDP and supports more than 5.5 million jobs annually, with analysts predicting an almost doubling of the tourism economy in the United States in the next decade.

Tourism/Top Sporting Events

Canada

FIFA Women's World Cup Canada 2015™ (1,353,506 spectators)

FIFA U-20 World Cup Canada 2007™ (1,195,299 spectators)

FIFA World Cup 2018™ Qualifiers Russia (54,798 spectators for Canada vs. Mexico) Vancouver

2010 Olympic Winter Games – Vancouver (596,423 spectators)

Toronto Film Festival (480,000 spectators annually, including 250,000 tourists)

F1 Grand Prix (360,000 spectators)

Rogers Cup Tennis (145,696 spectators)

Mexico

U-17 FIFA World Cup 2011™ (1 million spectators)

2015 FIBA Americas Championship for Men, Olympic Qualifying Event (260,000 spectators)

Telcel Mexico City Marathon (2017) (220,000 spectators and 40,000 runners)

NFL Mexico – Patriots vs. Raiders (80,472 spectators)

F1 Mexico Grand Prix, Mexico City (2017) (350,000 spectators 2016 & 2017)

United States

2017 Indianapolis 500 (400,000 spectators)

2017 Kentucky Derby 2012 (165,000 spectators)

2017 Copa Centenario Final – MetLife Stadium (82,026 spectators)

University of Michigan – (109,318 spectators) (weekly during college American football season)

2008 Dodgers vs. Red Sox – LA Coliseum (115,300 spectators)

2009 Dallas Cowboys vs. New York Giants (105,201 spectators)

(NOTE: American College football games in the United States attract 100,000+ fans consistently, the NFL has average attendance of 68,000+ fans, total attendance for Major League Baseball in 2017 was 70+ million)

Over the past three decades, football in the CONCACAF region has experienced seismic growth, driven in large measure by a strong foundation in Mexico, and the transformation of Canada and the United States into mature football markets.

13

FIFA World Cup™ and
Championships hosted

4.5 Football in North America

The dramatic changes in broadcast technology and social media have allowed North American fans to be fully engaged with global football. The growth in each of the three Host Countries has been heavily influenced by the successful hosting of major FIFA events.

- Mexico was privileged to host two legendary FIFA World Cup™ Finals (in 1970, won by Pelé's Brazil, and in 1986, won by Diego Maradona's Argentina) that drove its football-mad population to new heights that rank it today among the world's top ten football nations (ahead of even Spain, Brazil, and Italy in percentage of people interested in football).
- The FIFA World Cup USA 1994™ drove a doubling of youth football participation in America, launched Major League Soccer (MLS), the professional 1st division, and triggered an explosion of televised football with annual program hours increasing more than ten-fold to over 6,000.
- When Canada hosted the FIFA Women's World Cup Canada 2015™, it broke records for attendance, television, and digital audiences, while inspiring a new generation of young women across the continent.

Football Across North America (as of 2017)	CAN	MEX	USA
General Participation	818,940	260,291	4,241,186
Youth Players	671,488	126,877	3,990,998
Professional Leagues (Men)	1	4	3
Professional Leagues (Women)	0	1	1
Professional Teams (Men)	3	313	52
Professional Teams (Women)	0	16	10
Average Attendance (MLS & Liga MX)	22,106	23,549	22,112

Football in Canada: Football has long been Canada's number one participation sport. As a growing football nation, the sport has enjoyed unprecedented public and corporate support alongside dedicated leaders working together to advance the game. Hosting competitions like the record-setting 2002 FIFA U-19 Women's World Championships Canada, FIFA U-20 World Cup Canada 2007™, 2012 CONCACAF Women's Olympic Qualifier, and FIFA Women's World Cup Canada 2015™ has had major impacts in growing the interest in the sport across the country.

Canada is considered a leader in women's football and was the only FIFA Member Association to medal at both the 2012 and 2016 Olympic Games. Canada Soccer is working diligently to align its men's program from the youth to national teams in an effort to produce world-class players on a consistent basis. At the professional level, Canada is home to three Major League Soccer (MLS) franchises – Montréal, Toronto, and Vancouver – and worked with Mexico and the United States to establish the National Women's Soccer League (NWSL). The men's Canadian Premier League is scheduled to launch in spring of 2019.

35
million+



people play regularly at all levels in Canada, Mexico, and the United States

Canada Soccer will use the opportunity to host the 2026 FIFA World Cup™ to innovate and align football in our country over an eight-year roadmap, to advance the development of the sport across the nation, and to invest in the game in communities from coast to coast to coast.



Football in Mexico: In the late 1990's and the early 2000's football in Mexico grew and prospered at an astonishing rate. Today, Mexico's 1st division Liga MX enjoys the 5th best attendance of any football league in the world, and the Men's National Team has qualified for its 7th consecutive FIFA World Cup™. Interest in the sport of football was recently determined to be at 70% (higher than in Spain, Brazil, and Italy) and the number of people who played football at least once a week (39%) ranked the country 5th globally, just ahead of Argentina. More importantly, Mexico is producing top young players for their national youth teams, attracting global attention, and earning trophies including the 1st, 2nd, and 4th place finishes, respectively, at the FIFA U-17 World Cups™ in 2011, 2013, and 2015.

One of the key aims of the Mexican Football Federation's (FMF) new mission is to develop young talent. Since its unveiling in 2016, the Federation has been busy making the most of the facilities at its new headquarters in order to propel Mexico's football development throughout the country and fulfill this goal. With over eight hectares in space and an ecological design that harnesses solar energy and recycles water, the new headquarters offers state-of-the-art training facilities for future football talent. The Mexican Football Federation is also looking to support the training of skilled coaches who will impart the importance of core values to aspiring footballers.

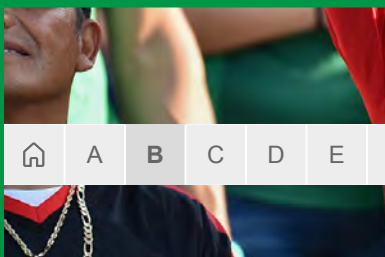
2017 will also be celebrated as one of the most significant steps forward for football in Mexico. Following a period of hard work and meticulous planning, Mexico launched its new national women's football league, the Liga MX Femenil.

#5

Globally

of interest level in football (70%)

Our aim is to inspire people to go beyond their limits, making our own history and delivering to future generations the message that everything is possible. Together, we will not only go beyond our limits, but we will also be able to unite the global community under the same passion: football.



Football in the United States: The record-setting attendance and television coverage generated by the FIFA World Cup USA 1994™ triggered a new generation of passionate and knowledgeable football fans. As an explicit part of U.S. Soccer's commitment to FIFA, Major League Soccer was launched and today, MLS is a thriving 23-team 1st division professional men's league that ranks 6th in the world in average attendance per match, with a dozen cities clamoring to join the league with owner groups willing to pay in excess of USD \$100 million for expansion franchises.

During the post-1994 period, U.S. Men's National Teams qualified for five of six FIFA World Cup™ Finals, reaching the knockout stage on three occasions. The U.S. Women's National Team has won two FIFA Women's World Cups™ and four Olympic gold medals in the same time frame. The U.S. also successfully hosted the FIFA Women's World Cup™ in 1999 and 2003, has been the regular host for the CONCACAF Gold Cup, and most recently hosted the 2016 Copa America Centenario. Registered youth participation in football in the United States has grown exponentially, from just over two million in 1990 to over 4.1 million in 2015, guaranteeing a base of new fans for years to come.

The recent statistics for televised football in the United States show just how popular the sport has become: 3,103 matches, representing more than 100 different tournaments and/or leagues, were broadcast across 40 different television channels in 2017. Commercial revenue has also grown at a record-setting pace. And surveys now show football on track to overtake baseball within a few years.

#1

Youth Sport

4.1 million youth play football

We see the 2026 FIFA World Cup™ as the spark that will ignite the growth of football in the United States, moving us closer to our goal of making it the preeminent sport in our nation.



CANDIDATE HOST CITIES



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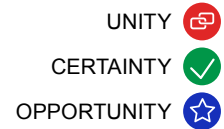
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4 General Information



4 Introduction to Candidate Host Cities



The United Bid offers FIFA 23 qualified Candidate Host Cities to be considered as part of a final Host City evaluation and selection process.

4.6 Candidate Host Cities

We are further supported by dozens of additional communities spanning the entire continent of North America that wish to play a part by providing Team Base Camp options, hosting satellite FIFA Fan Fest™ events, and fully supporting our efforts to grow the game and engage fans in every community.

Our Candidate Host Cities reflect the vast geographic and cultural diversity of North America; they are leaders on environmental protection and are committed to embedding human rights into their core operations and communities, and offer the promise of growth and innovation.

Every one of our Candidate Host Cities is motivated, and committed to delivering the most significant economic, environmental,

and social benefits from their role as hosts. All have existing world-class transportation, accommodation, medical, technology, and other infrastructure, meeting or exceeding the requirements outlined by FIFA and ensuring the largest ever FIFA World Cup™ can be delivered with certainty. And each brings experience, expertise, and enthusiasm to the task of welcoming, entertaining, inspiring, and empowering visitors from around world.

As a region predominantly made up of immigrants, North America is home to over 200 different ethnic groups, with established fan bases for every nation that may qualify for the 2026 FIFA World Cup™. When teams arrive for training, they can find all the comforts of home – favorite foods, local culture, places of worship, native language speakers – wherever that home may be. At their matches, each team will play to capacity crowds with fans supporting both teams as their own.

Atlanta's vision as a Candidate Host City is to create a unified and inclusive effort to deliver passion, inspiration, and world-class football to the people of Atlanta and to the world.

Today, the city is considered by many as the capital of culture, commerce, transportation, education, and sport in the American South.

Founded in 1837, Atlanta reinvented itself post-American Civil War, growing at a steady rate to emerge as the informal capital of the New South. Between the 1960's and the 1990's, the city led the New South in population growth, economic development, and job creation.

Atlanta's first professional sports championship came in football, when in 1968 the newly formed Atlanta Chiefs of the North American Soccer League won the championship. The inaugural season average of 7,000 fans in attendance, per game, was the second highest in the league. The success of the Chiefs spawned the growth of the Georgia State Soccer Association (GSSA) and professional teams like the Atlanta Beat, Atlanta Silverbacks, and Atlanta United FC, the current professional team which joined Major League Soccer (MLS) in 2017. Atlanta United FC played the opening game of the new Mercedes-Benz Stadium on 22 October, 2017, before 71,874 spectators, beating the record for the largest crowd in a stand-alone MLS match. Atlanta United FC also set the single-season record for attendance.

Atlanta has hosted major international football events such as the CONCACAF Gold Cup Quarterfinals (2013) Semifinals (2015) and will host the MLS All-Star Game in 2018. The Georgia Dome has hosted the Super Bowl twice (1993, 2000), and the new Mercedes-Benz Stadium is set to host Super Bowl LIII in 2019.

Atlanta

-  Pop: 537,958
-  Alt: 76-98 m
-  Avg temp:
Jun: 20.1-30.2 °C
Jul: 21.8-31.7 °C



7.3

percent

Foreign born residents



Launched in 2017, Atlanta United FC had the highest average home attendance in MLS history (48,200 fans per game).



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B

C

D

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4 General Information

46/474





As the home of the American Civil Rights Movement and the National Center for Civil and Human Rights, Atlanta has a global reputation for protecting human rights.

The 1996 Centennial Olympic Games which took place in Atlanta was the first Olympics that featured women's football, where the U.S. Women's National Team won gold. This event inspired millions of youth, and GSSA is currently the largest youth sports organization with over 90,000 players.

Atlanta is a blossoming football city that frequently hosts U.S. National Team games and has many youth football development programs. As a host of the 2026 World Cup™, Atlanta would use the opportunity to further promote the game, as well as use football educational programs to teach about

environmental issues. With one of the most innovative and state-of-the-art stadiums in the country, Atlanta also hopes to use the 2026 FIFA World Cup™ to be a model for the way that new technology can transform the way people view and experience live sports.

Other major events hosted in the city include the NCAA Men's Final Four (1977, 2002, 2007, 2013, 2020); the NCAA Women's Final Four (2003); NBA All-Star Game (2003); MLB All-Star Game (2000); PGA Championship (2001, 2011); NHL All-Star Game (2008); and WrestleMania XXVII (2011).

Candidate Host Cities Baltimore


As a strong football community with a great history of a thriving youth football system, Baltimore's vision as a Candidate Host City is to engage all of its diverse communities in the football world by having them witness the magic of the game.

In doing so, the city will share the special sport not only with the fans of 2018, but those who will become fans by 2026 and beyond. The city aims to lead in the effort to unite citizens, cultures, commerce, medicine, education, the environment, religion, and sport to create a better future for the world and its people.

This historic and vibrant city can trace its roots back to pre-revolutionary times. Its strategic nature as the largest in-land maritime port in the nation spawned massive growth over the first 100 years of American history and through the industrial revolution. Still one of the most thriving ports in the world, the economy and demographics have broadened to include government (with its proximity to the nation's capital), healthcare and science, financial, technology, cyber security, and education. Baltimore is surrounded by one of the most educated and highest median income population centers in the nation. The city continues to grow and thrive while being the uniting central link of commerce, culture, diversity, and transportation along the U.S. eastern seaboard.

Fort McHenry, birthplace of the U.S. national anthem, "The Star-Spangled Banner," sits at the mouth of Baltimore's Inner Harbor. Today, this harbor area offers shops, upscale crab shacks and attractions like the Civil War-era warship the USS Constellation and the National Aquarium, showcasing thousands of marine creatures.

Baltimore

-  Pop: 2,798,886
-  Alt: 0-46 m
-  Avg temp:
Jun: 21.5-31.6 °C
Jul: 23.9-33.4 °C



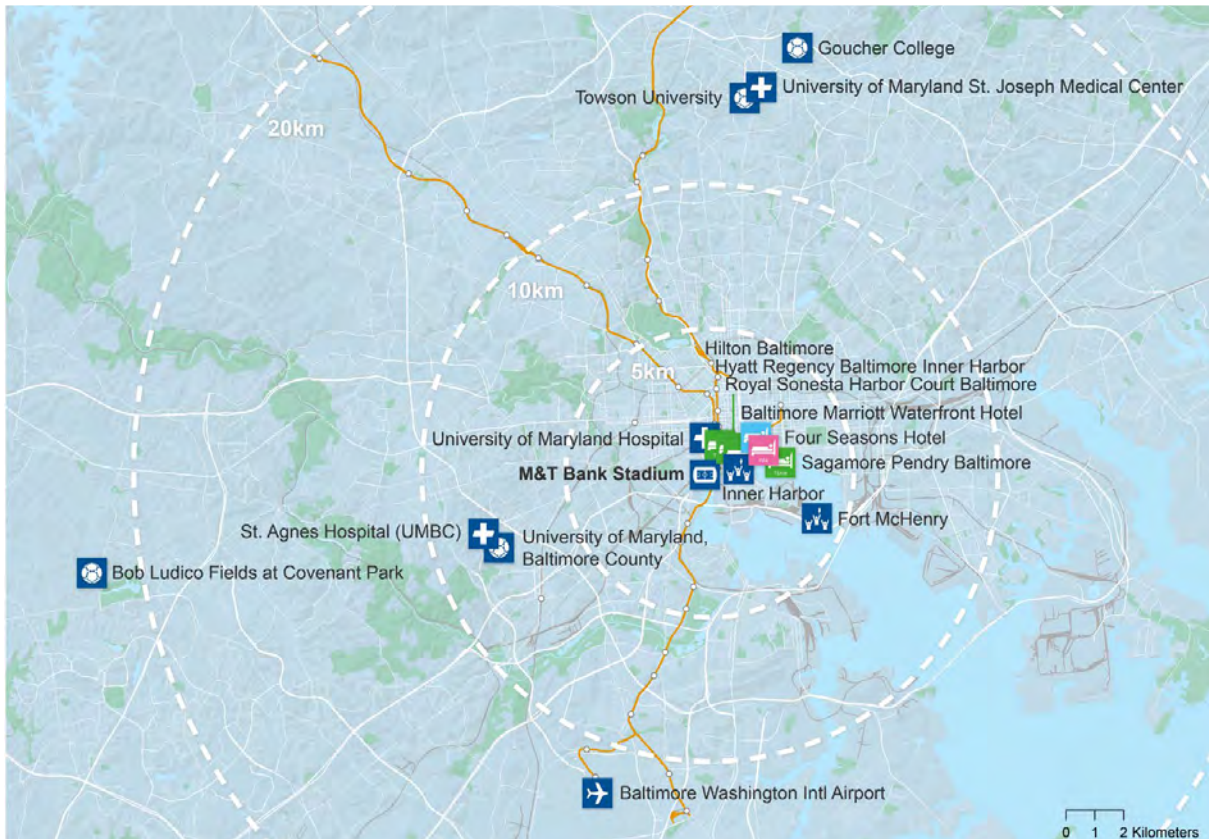
6.5

percent

Foreign born residents



Baltimore will bring football into the classroom by integrating the game into the school curriculum.



Baltimore will celebrate each and every day during the FIFA World Cup™ as though every match were being played in our City.

The City of Baltimore's sports portfolio expands year in and year out as 'Visit Baltimore' expands its efforts to attract more and more sporting events annually in partnership with Maryland's Sports Commission through TEAM Maryland. With the Maryland Stadium Authority's leadership on the 21st Century Schools Program, Project C.O.R.E. and potential expansion of the Baltimore Convention Center and new arena, the city is just getting started on its ability and quest to impact the sports market outside of

the success stories linked to the Baltimore Ravens (American football), Orioles (baseball), as well as local colleges and universities. The future for the city is bright and the ability of sports to unite a community show through bright and clear when its teams take to the field.

The city has hosted numerous sporting events such as the CONCACAF Gold Cup Quarter-Finals (2013 and 2015), Army-Navy football game (2014 and 2016) and the annual Baltimore Running Festival in mid-October.

Candidate Host Cities Boston

Boston's vision as a Candidate Host City for the 2026 FIFA World Cup™ is to show the world how a UNITED city can be a model for a UNITED world.

Boston is a showcase city where people from all over the world come together to live, work, and play. It is a city where everyone brings their own values and traditions to continually refine what it means to be a Bostonian.

From the earliest new world settlements through the Revolutionary War and onwards to the current era, Boston has been at the center of American history. The city was founded in 1630, and is a relatively compact population center. By the 19th century, the city was a magnet for the enormous waves of immigration, especially from Ireland, that swelled the population.

Today, Boston is one of the primary business and cultural hubs of the northeastern United States, and at the forefront of biotechnology, medicine, finance, and electronics, sparked by the energy of many world leading colleges and universities that energize the region with youth and innovation.

Boston's football tradition dates to the Oneida Football Club in the late 19th century, cited as the first football club established anywhere outside of England. The club had an impressive record, going undefeated for most of its seasons between 1862 and 1867. Football was brought to the collegiate levels in the late 1800's and rapidly adopted by the working-class communities. Further, as immigration increased, new arrivals brought football traditions with them.

Boston

- 👤 Pop: 4,794,447
- 📍 Alt: 13 m
- ☀️ Avg temp:
Jun: 15.3-24.4 °C
Jul: 18.6-27.4 °C



25.1

percent

Foreign born residents



Boston will explore new technologies and ideas for transportation, ticketing, fan engagement and social media.



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4 General Information

50/474





Boston has long been regarded as one of the innovation centers of the world for academic thought and technology leadership.

There have been professional, semi-professional, and amateur football teams on the scene right up to the modern day, with the New England Revolution carrying the MLS banner. Today, Massachusetts is second only to California in registered football players, with a total of 242,000 athletes playing the game.

Boston has played host to three FIFA championships: the FIFA World Cup USA 1994™, and the FIFA Women's World Cup™ in 1999 and 2003. It has teams in all the

major professional sports: the New England Revolution (MLS), the New England Patriots (NFL), the Boston Celtics (NBA), the Boston Bruins (NHL), and perhaps the city's greatest passion, the Boston Red Sox (MLB).

The Boston Marathon is one of the world's premier running events, and the city also has gracefully hosted the women's collegiate basketball championship, the World Series, and the NBA Finals.

Candidate Host Cities Cincinnati

Cincinnati is committed to increasing participation in football, maintaining and increasing momentum in youth development programs, and supporting the revitalization of the downtown and riverfront areas as part of its role as host to the 2026 FIFA World Cup™.




Cincinnati is a vibrant destination known for its major league sports and world-class arts and culture, a tapestry of neighborhoods and experiences that provide an “urban heartland” backdrop for all special events. The city also boasts a thriving range of large and small businesses, sports, arts, and cultural attractions and a growing international population.

Its emerging start up scene attracts national investors and entrepreneurs, and its renaissance of urban development across the region includes a growing population rooted among millennials, especially in Cincinnati’s urban core. Cincinnati is the bridge to most of the United States, with more than 60% of the country’s population within a one-hour flight or a day’s drive.

Cincinnati is a pro-sports town with a history of strong support for the Cincinnati Reds (MLB) and Cincinnati Bengals (NFL). In just two years, FC Cincinnati of the United Soccer League (USL) has established itself as the next great franchise as well.

Cincinnati United Soccer Club (CUP), the largest youth football club in the region, is a tremendous leader of football at all participation and skill levels in the Greater Cincinnati area, combining four of the area’s top, most recognized clubs into one exceptional program. The club currently has 3,000 players in their competitive programs. CUP is the largest competitive football club in the state of Ohio with more than 5,000 parent volunteers giving 4-8 hours per season to the club each.

Cincinnati

-  Pop: 2,165,139
-  Alt: 45 m
-  Avg temp:
Jun: 22°C
Jul: 24°C



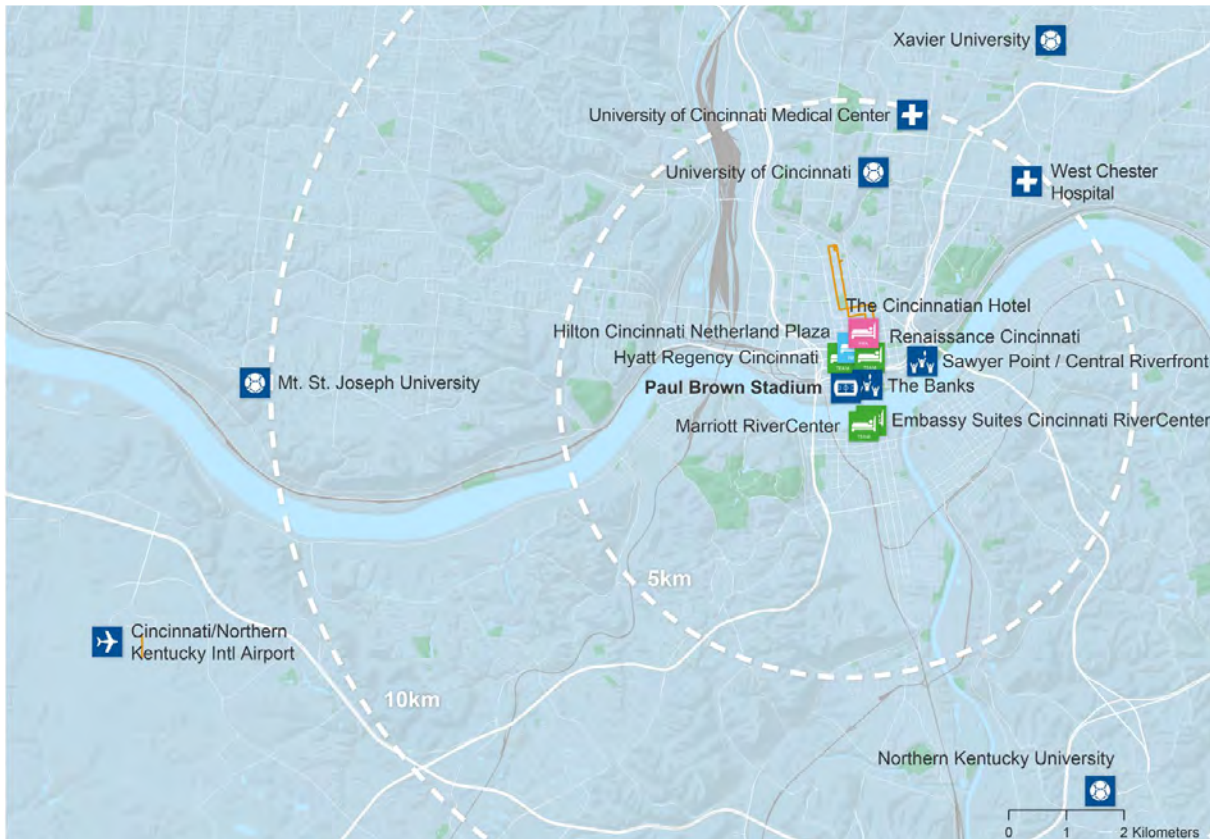
3.4

percent

Foreign born residents



The Green Cincinnati Plan has helped establish Cincinnati as a leader in sustainability.



Cincinnati proposes a five-year community engagement strategy to increase awareness of the 2026 FIFA World Cup™.

Cincinnati United Soccer Club also hosts multiple events each year, ranging from the high-level Winter College showcases for girls and boys, to elite regional level tournaments.

Ohio South Youth Soccer Association is a national state association member of U.S. Soccer and member of U.S. Youth Soccer. Ohio South has football options for everyone, including recreational and competitive football, as well as Soccer in America for inner-city areas and TOPSoccer for the developmentally challenged. In addition to football leagues, Ohio South Youth Soccer offers many player camps, coaching License

Education Courses and the US Youth Soccer Ohio South Olympic Development Program.

With a 60,000-player youth development program already in place, Cincinnati has applied to be awarded an MLS team to further promote the growth of football in the city. With a conveniently located stadium and organized means of transporting people, logistically Cincinnati is prepared to make the 2026 FIFA World Cup™ a fantastic viewing experience for those who attend the games, as well as those who stay in the city and attend the FIFA Fan Fest™.

Candidate Host Cities

Dallas

Dallas, or the “Big D”, is rich in American history, and forms the cultural and commercial hub of the region.

With a robust economy comprised of e-commerce and electronics, to banking and manufacturing, Dallas continues to foster the entrepreneurial spirit that led Fortune magazine to deem it “the best place in the nation to do business.”

The city was founded as a 1840’s trading post catering to trappers, soldiers, and cowboys on the Trinity River. Today, North Texas is a 16-county region including Dallas, Fort Worth, Arlington, and the cities in between which make North Texas the fourth largest metropolitan region in the United States.

With an impressively large youth football system, an incredible stadium, and experience hosting Super Bowls and numerous Men’s and Women’s National Team matches over the past few years, Dallas is prepared to be a FIFA World Cup™ Host City.

North Texas became home to the Football Club Dallas Burn in 1995, and played in its 1st game in front of 27,779 fans at Cotton Bowl Stadium. In 2004, the team was renamed to FC Dallas and moved to Pizza Hut Park (now Toyota Stadium). In 2016, FC Dallas won the MLS Supporters’ Shield and captured the U.S. Open Cup for the second time in franchise history. Today, the North Texas football community is one of the largest in the United States, with nearly 176,000 registered players. The Dallas Cup, the largest international youth football event in the country, annually brings the world’s finest young players and more than 150,000 spectators to Dallas.

Dallas

-  Pop: 7,233,323
-  Alt: 40 m
-  Avg temp:
Jun: 20.1-30.2 °C
Jul: 21.8-31.7 °C



24.8

percent

Foreign born residents



Dallas is already a dynamic center for soccer and a major contributor to its growth in North America as a whole.



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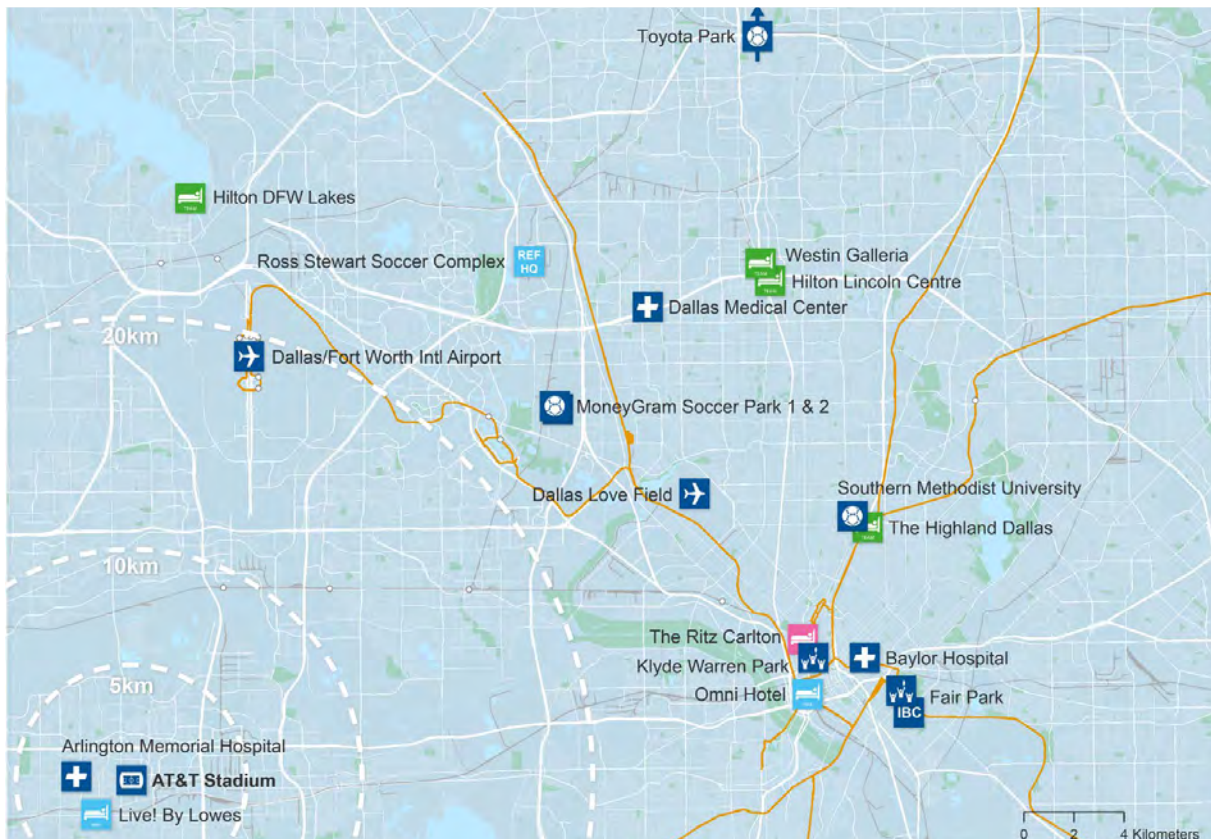
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E

4 General Information

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Dallas sits on the rolling plains of the black-land prairies, located near the headwaters of the Trinity River.

Of special significance in the Dallas and North Texas' history is the FIFA World Cup 1994™, when six games were played at the Cotton Bowl, and FIFA placed its tournament headquarters and the IBC in Dallas. The area is home to 14 professional sports franchises including all five major American Sports with the Dallas Cowboys (NFL), Dallas Mavericks (NBA), Dallas Stars (NHL), FC Dallas (MLS), and the Texas Rangers (MLB), resulting in a sports-intensive event calendar.

The 2004 Breeders Cup, the 2007 National Hockey League All-Star Game, the National Basketball Association All-Star Game (2010), Super Bowl XLV (2011), and the national collegiate basketball championships (2014) have all found North Texas a compelling host.

Candidate Host Cities

Denver

Denver's vision as a Candidate Host City is to advance the game of football in the United States through significant moments and experiences.

Denver will unite people, skills and resources to create a world-class sporting event that matches the high standards of the sport of football.

Not only will the games in Denver provide lasting experiences for young people in attendance, but the community planning leading to the event will offer youth teams of all levels to be engaged, encouraged, and a part of history.

As the capital of Colorado and the largest city in the Rocky Mountains region of the US, it is also one of the fastest growing. It was founded in November 1858 during the Pikes Peak Gold Rush as a mining town in western Kansas Territory. Known as "The Mile High City", Denver sits at an altitude of 1,609 m above sea level and lies where the Great Plains give way to the Rocky Mountains.

The city has an excellent track record of being one of the country's most vibrant sports cities having previously been called "Sports Town USA" because of its legendary fan support and its seven professional sports teams. Its successful hosting of Major League All-Star Games and prestigious events. From the NCAA Frozen Four hockey championship, Men's and Women's NCAA Final Four basketball championship, the World Series, to the USA Pro Challenge, Denver has shown the city's ability to stage exciting world class sporting events.

Denver has hosted over 30 international football matches, including national teams and club teams from across the world.

Denver

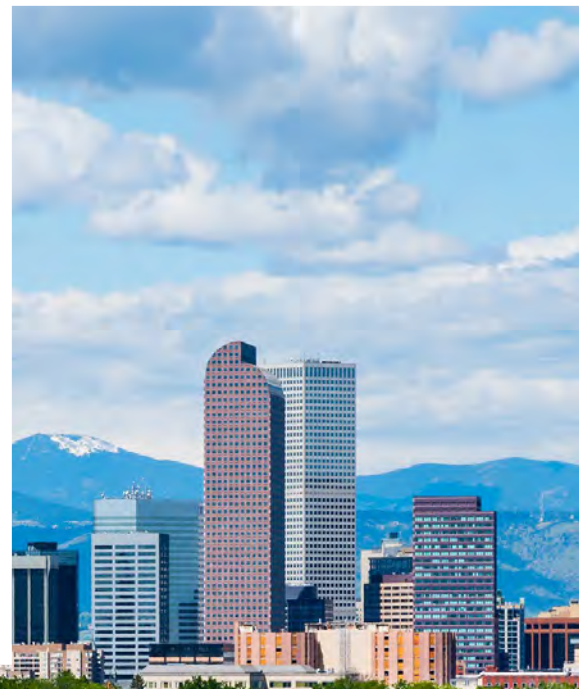
- 👤 Pop: 2,853,077
- 📍 Alt: 1,609 m
- ☀️ Avg temp:
Jun: 11.3-28.0 °C
Jul: 14.9-31.9 °C



15.7

percent

Foreign born residents



Hosting the 2026 FIFA World Cup™ will enable Denver to foster its passion for inclusivity.



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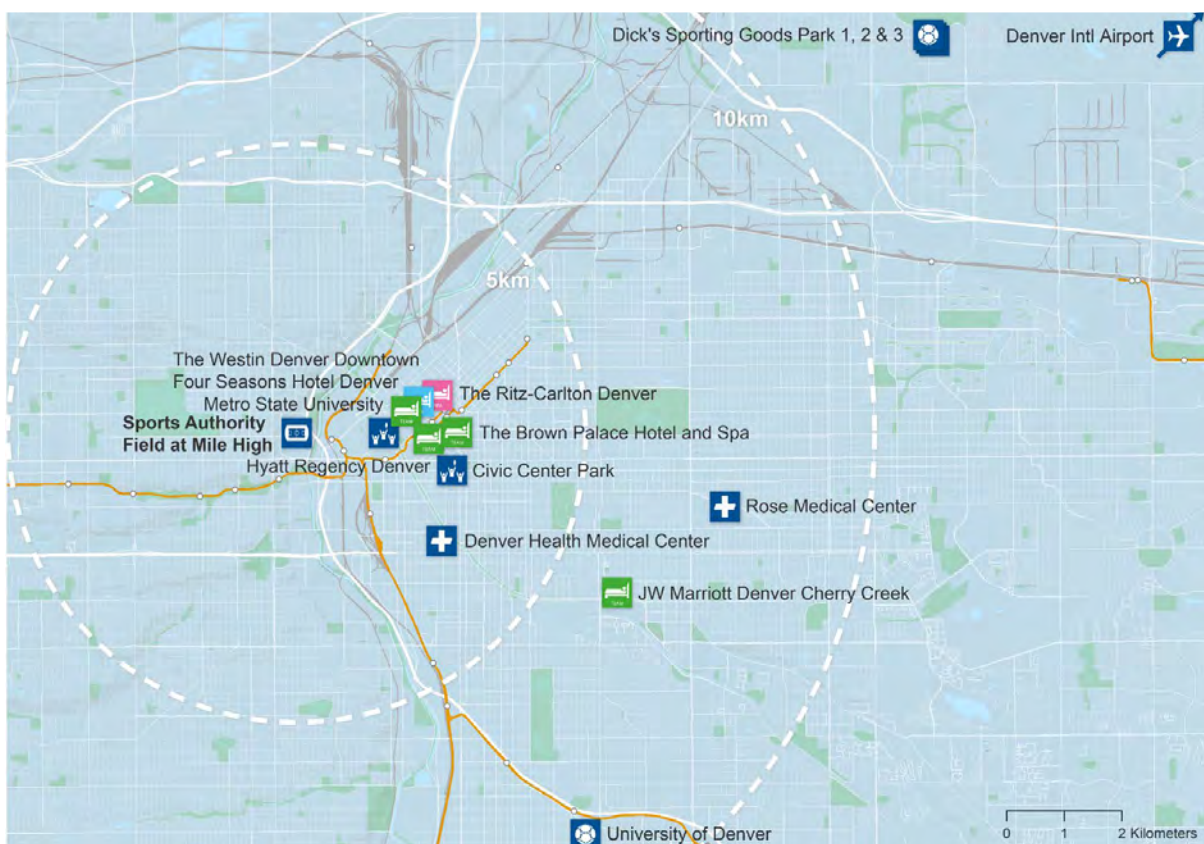
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4 General Information

56/474





Denver, the “Mile High City” lies between the Rocky Mountains to the west and High Plains to the east.

Football is one of Denver’s favorite pastimes. More people play the game in the city, the state, and the Rocky Mountain Region than any other sport. Denver is a city that wholly embraces the sport of football; with over 70,000 amateur participants in the game, and passionate support of the sport at the youth, collegiate, and professional levels.

Sports Authority at Mile High is a stadium that was purpose-built to host FIFA World Cup™ matches. Denver has had success with several international football matches to eclipse the 50,000 fan mark, including the

recent Mexico vs. Jamaica match at this last summer’s CONCACAF Gold Cup tournament. Other high-profile football matches in the city include Manchester United vs. AS Roma (2014), MLS All-Star Game (2007 & 2015), U.S. Women’s National Team vs. Japan (2016), U.S. Men’s National Team vs. Trinidad & Tobago (2017), and the CONCACAF Gold Cup Group C double header (2017). Denver also hosted the well-known “SnowClasico” – the FIFA World Cup 2014™ Qualifier match U.S. Men’s National Team vs. Costa Rica, in 2013.

Candidate Host Cities Edmonton

Edmonton's vision as a Candidate Host City is to use football to unite the community, province, country, and world. The city will build excitement through community, motivate activity through growing awareness, inspire dreamers, and find unity in diversity through a shared passion for the game.

At just over 125 years old, Edmonton is one of the youngest and fastest-growing cities in Canada – already the 5th largest city with a GDP, population, and income growth three times the rate of the rest of the country. It is one of the most diverse metropolitan areas in Canada, with energy, construction, government services, and entrepreneurship forming the backbone of the city's resilient economy.

Football has a rich and proud history in the city of Edmonton and province of Alberta. The city has welcomed football fans into the province and Commonwealth Stadium for many international matches and tournaments, twice setting the record for the largest crowd to attend a Canadian National Team event in Canada: the 51,936 that watched Canada Soccer's Men's National Team draw the soon-to-be-crowned world champion Brazil in 1994; and the 53,058 that watched Christine Sinclair score the penalty winner in the final moments of the FIFA Women's World Cup Canada 2015™ Opening Match.

Over the years, Edmonton has hosted the 1996 CONCACAF Men's Olympic Qualifying Tournament, the FIFA U-19 Women's World Championship Canada 2002, the FIFA U-20 World Cup Canada 2007™, the FIFA U-20 Women's World Cup Canada 2014™, and the record-setting FIFA Women's World Cup Canada 2015™.

Edmonton

- 👤 Pop: 1,411,000
- 📍 Alt: 203 m
- ☀️ Avg temp:
Jun: 7.7-20.5 °C
Jul: 9.5-22.2 °C



20.4

percent

Foreign born residents



Edmonton's vision is to inspire players to become competitors by showing them clear paths to reach their football goals.



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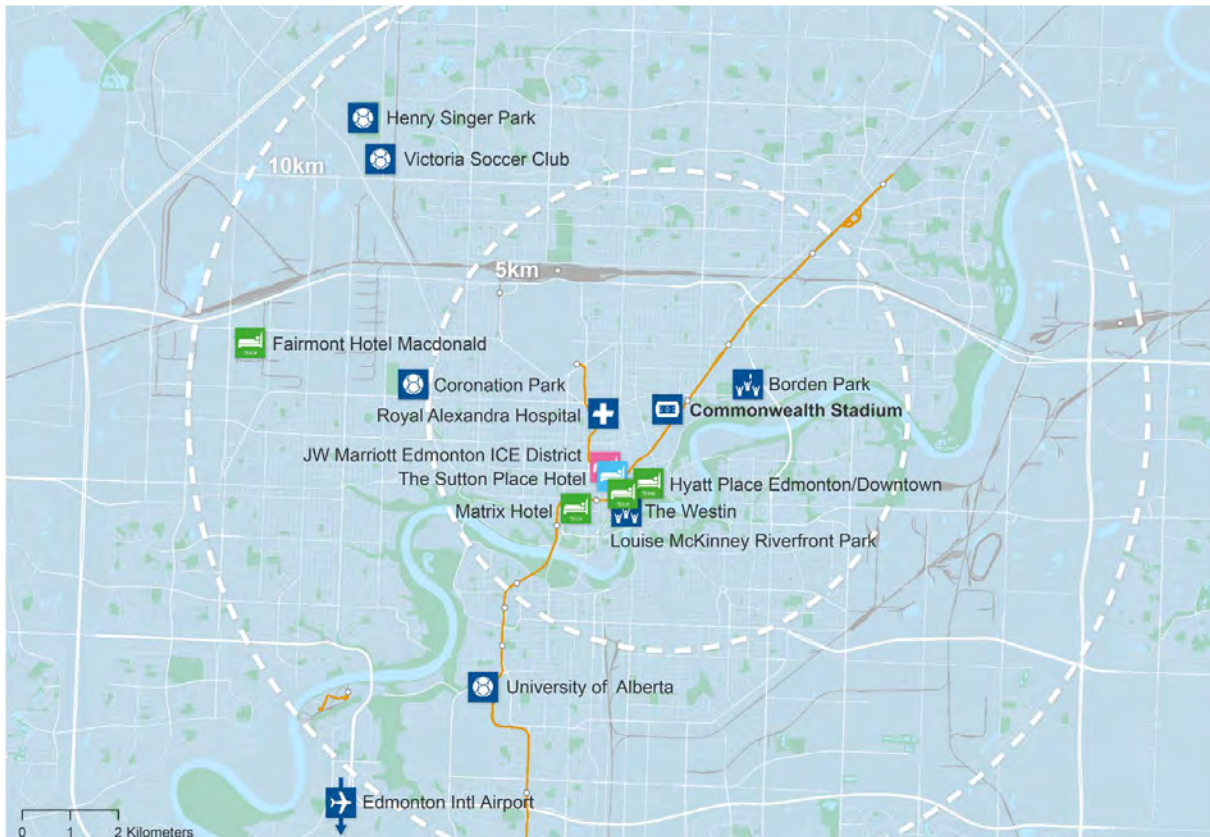
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4 General Information

58/474





Hosting the event will be a catalyst for Edmonton to adopt the new standard of event management, ISO 20121.

From 1993 to 2008, Edmonton hosted the largest Canadian football crowd of the year eight times, including the 2001 IAAF World Athletics Championship, and a still-standing record of 47,784 fans for the FIFA U-19 Women's World Championship Canada 2002 Final.

Since 2011, the city's top franchise has been FC Edmonton, with both a men's professional club and boys' and girls' youth academy. Edmonton is also home to the NHL's Oilers, and the CFL's Eskimos. The city also features the Tour of Alberta cycling race, the FC Edmonton residency program, and Canada Soccer's Alberta Regional EXCEL Super Centre for young women footballers.

Candidate Host Cities Guadalajara

Guadalajara's vision as a Candidate Host City is to generate different experiences by creating an inclusive atmosphere of celebration that will be enjoyed by all the senses through sport, culture, and food.

From the first Spanish settlement in 1531 until 1542, the city was relocated several times due to resistance from the native population. The city was made the seat of a bishop in 1549 and remained prominent throughout the 17th and 18th centuries. Substantial growth occurred after the 1930's, and by the 1970's the Guadalajara Metropolitan Area was the 2nd largest city in Mexico. Today, the economy is based on being the political and commercial center for the surrounding agricultural region.

As in most Mexican cities, football is played every day in the streets and parks. But the city of Guadalajara is helping push that even further, having established numerous projects to promote sports in schools in order to teach children healthy lifestyles, develop social values, and generate teamwork habits.

The state of Jalisco has roots in football and over the years has had different representative teams in professional football. Currently there are two 1st division football teams: Club Deportivo / Chivas de Guadalajara (with a home-grown players policy) and Los Zorros de Atlas. Chivas is one of the ten founding members of the Mexican 1st Division, has captured 12 league and seven Copa Libertadores titles and used to also own the Chivas USA which played from 2005 to 2014 in Major League Soccer in Los Angeles.

Guadalajara

📍 Pop: 4,434,252

📍 Alt: 477 m

🌡️ Avg temp:

Jun: 24°C

Jul: 21°C



Staging the 2026 FIFA World Cup™ would make football the axis on which Guadalajara can achieve a higher standard of living.



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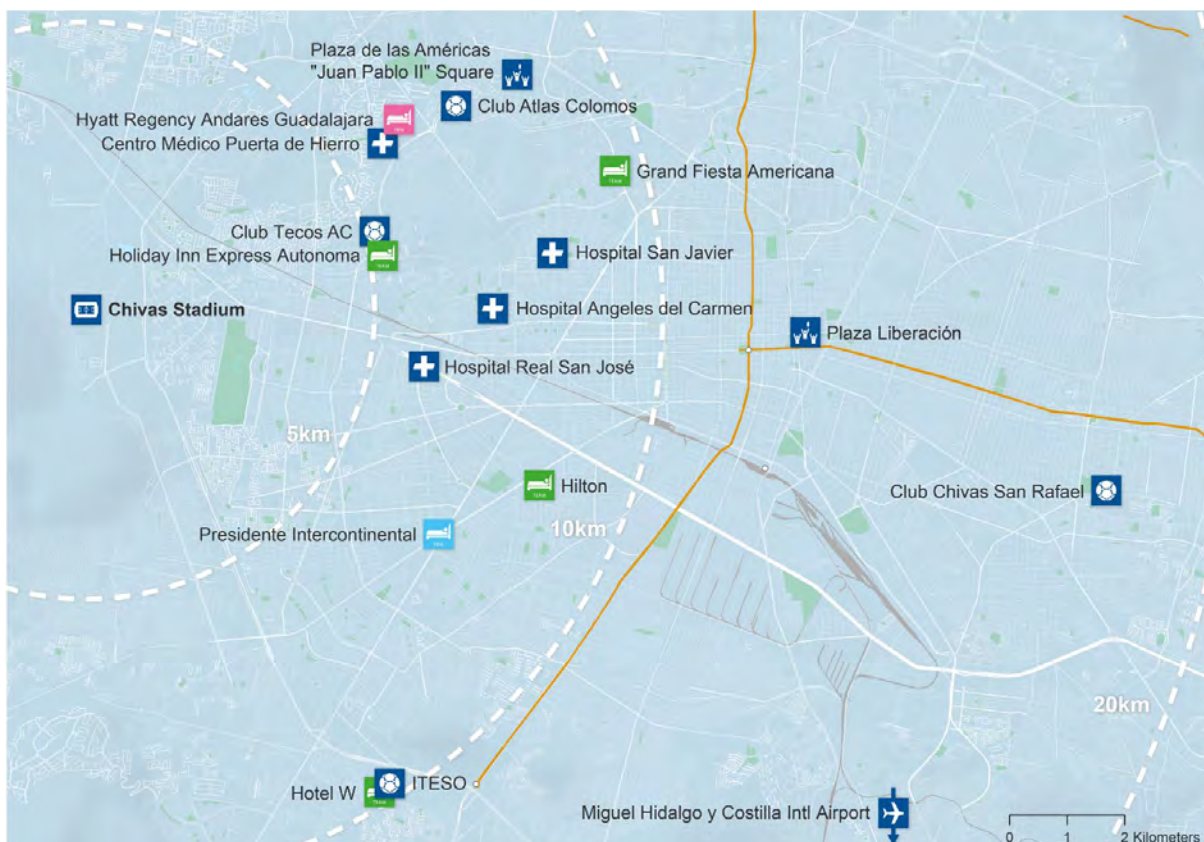
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4 General Information

60/474





Guadalajara is the municipality that is most “reforested” in Mexico; 780,000 trees in two years.

The City of Guadalajara was a Host City for the 1970 and 1986 FIFA World Cup™ Finals, a football venue during the Mexico 1968 Olympic Games, and has hosted the 2011 Pan American Games.

In 2017, Guadalajara also hosted the Davis Cup Americas game, and Mexico vs. Paraguay in the Metropolitan Sports Center. Guadalajara has also hosted the annual Jalisco Open tennis tournament since 2011, the 2016 Pan-American Team Continental

Championship, and the 2015 Junior Open International badminton competitions. The velodrome in Guadalajara has hosted events for the Track Cycling World Cup for the 2013-2014 and 2014-2015 seasons, and the Pan American Masters Course and Track in Jalisco in 2016. Jalisco has twice hosted the FIVB Beach Volleyball Puerto Vallarta Open in 2015 and 2016, and the Beach Volleyball Open in 2014.

Candidate Host Cities

Houston

Houston's vision of "One World City" will unite people from around the globe through the spirit of sport and the game of football.

As one of the most diverse destinations in America, the city will utilize the power of the FIFA World Cup™ to bring communities together to showcase the city to the world, providing a once-in-a lifetime experience for Houstonians, and leveraging the spirit of the event to leave a lasting legacy to football in the United States.

The city was incorporated in 1837 and named after General Sam Houston. Located in Southeast Texas near the Gulf of Mexico, it is the principal city of the Greater Houston metro area, which is the 5th most populated metropolitan area in the United States. The burgeoning port and railroad industry, combined with the discovery of oil in 1901, has generated continual surges in the population.

Houston Dynamo became the 4th professional team in Houston. The Dynamo won back-to-back MLS Cups in 2006 and 2007 and is one of the top franchises in MLS. The others are the Houston Astros (MLB), Houston Texans (NFL), and Houston Rockets (NBA).

Houston supports many youth recreational programs and competitive clubs under South Texas Youth Soccer Association (STYSA), with over 100,000 members.

Houston

-  Pop: 6,772,470
-  Alt: 4 m
-  Avg temp:
Jun: 22.9-33.0 °C
Jul: 23.9-34.3 °C



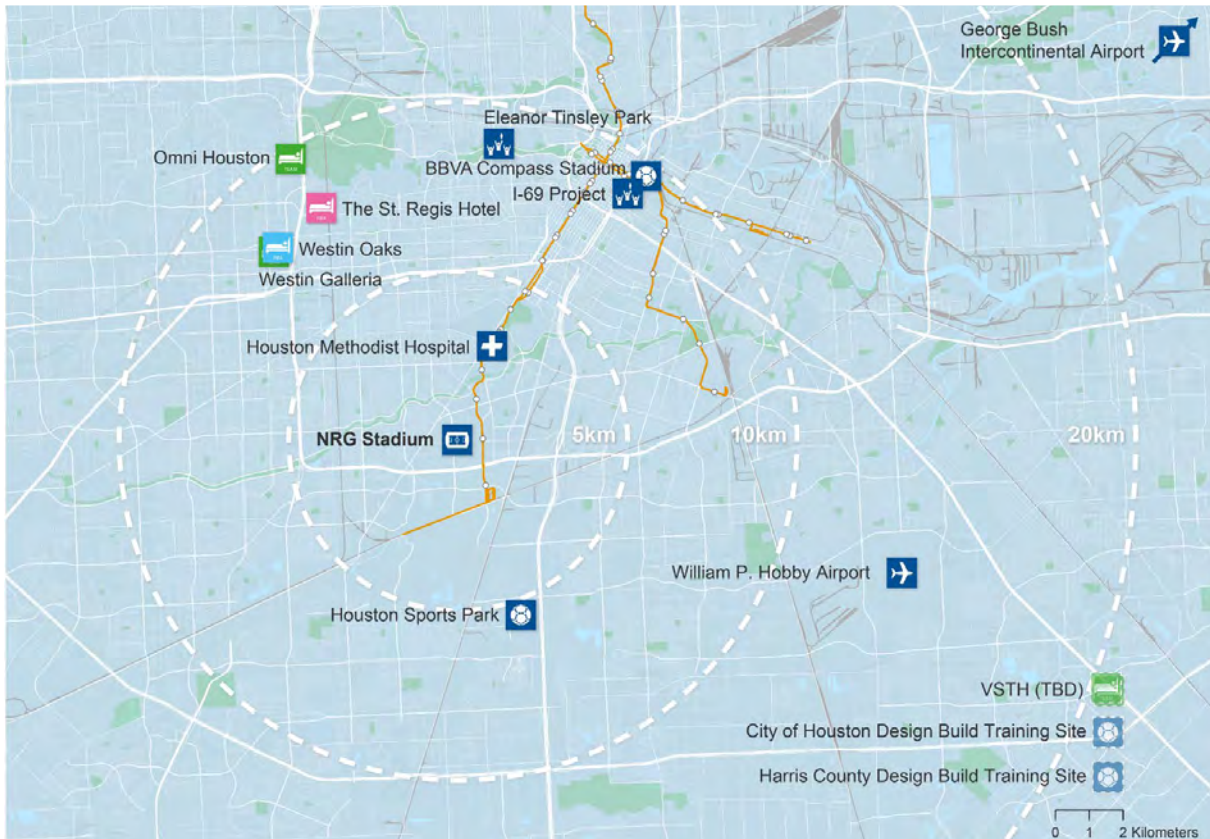
28.5

percent

Foreign born residents



Houston is committed to creating specific FIFA World Cup™ policies for clean energy.



Houston is home to NASA; has the world's largest medical center and is the energy capital of the world.

Houston has a history of hosting large (sporting) events with well-equipped facilities. The NRG Stadium recently hosted the 2017 Super Bowl and has been home to some of the most prestigious football events in the United States. In 2008, the US played regional rivals Mexico in front of more than 70,000 fans and NRG Stadium has hosted

CONCACAF Gold Cup matches from 2005 until 2011, the 2016 Copa América Centenario, the Manchester City-Manchester United Derby, and many Mexican National Team games. In 2008, USA Football recognized NRG Stadium as the "Best Football Crowd in America" as well as America's Top Gold Cup Venue.

Candidate Host Cities

Kansas City

The city's vision as a Candidate Host City is to "Unite our two cities, unite our two states, and unite our region", to serve as a catalyst to achieve our dreams of a better way of life for ourselves, our neighbors, and our children.

Kansas City, nicknamed the "Heart of America", is a bi-city and bi-state metropolitan area that straddles the Missouri-Kansas state line. It was founded in the 1830's as a Missouri River port at its confluence with the Kansas River. The city has a diverse cross section of American history, taking its roots from the western frontier as the starting point for the Oregon, California, and Santa Fe trails. During the 1920's, Prohibition was ignored in Kansas City and alcohol flowed freely, attracting top jazz musicians and talent to the "Paris of the Plains". To this day the city is a cosmopolitan, entertainment center at the geographic heart of the nation.

"In the Heart of It All", Kansas City is a passionate football city that has a successful Major League Soccer (MLS) more than USD 30 million invested in football-specific infrastructure, with another USD 500 million planned over the next five years.

The city has a rich history of successful professional football teams, from the Kansas City Spurs of the North American Soccer League to the Comets and Attack of indoor football to the current-day MLS Sporting Kansas City. Nicknamed "the Wizards", Sporting Kansas City was one of ten founding cities to launch MLS in 1996 as part of the legacy of the FIFA World Cup 1994™.

Kansas City

- 👤 Pop: 2,104,509
- 📍 Alt: 81-84 m
- ☀️ Avg temp:
Jun: 19.3-29.4 °C
Jul: 22.2-32.3 °C



7.1

percent

Foreign born residents



Kansas City has a rich football history that spans the last four decades.



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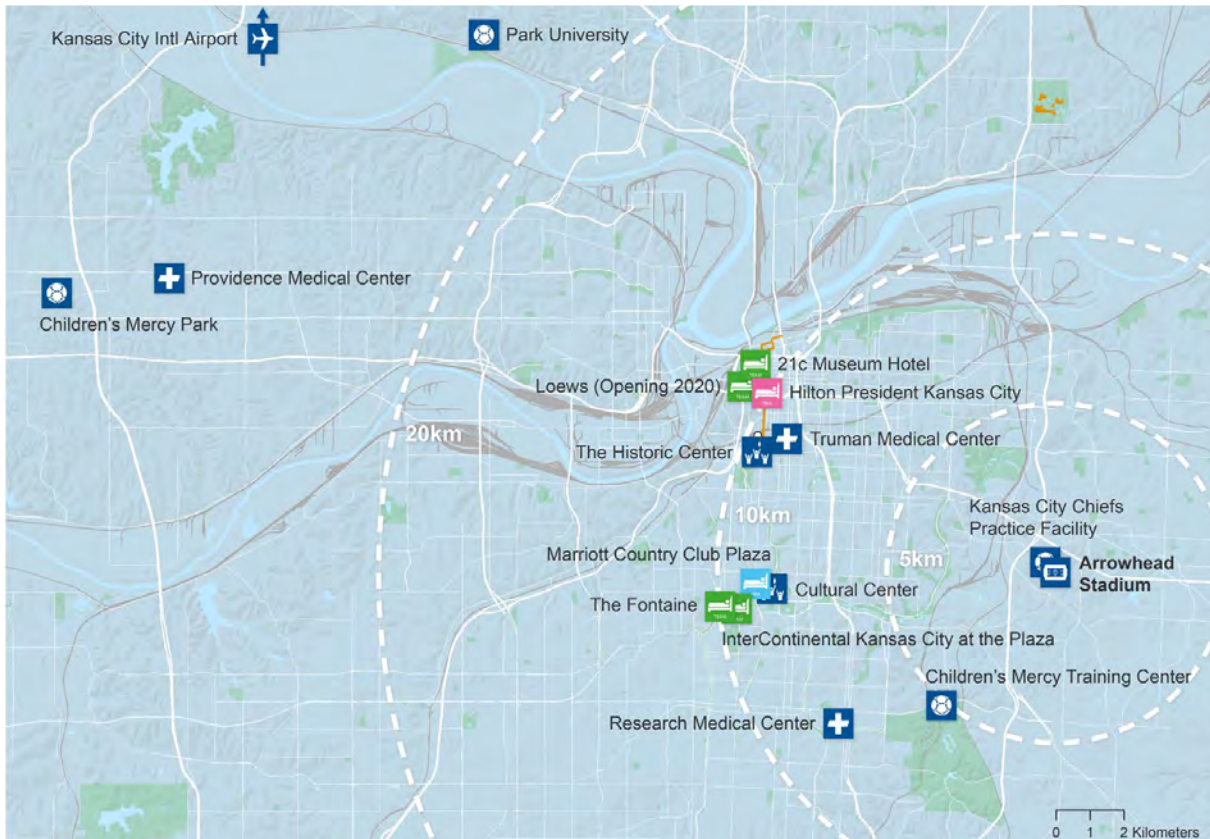
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4 General Information

64/474





Kansas City lies near the geographic center of the country, a one-day drive for over 50 million Americans.

Kansas city is home to the newly opened USD 75 million National Football Training and Coaching Development Center. Sporting Kansas City's Children's Mercy Park has achieved international acclaim with over 150 awards. It has hosted multiple FIFA World Cup™ Qualifying matches, CONCACAF Gold Cups (2011, 2015), men's and women's CONCACAF Olympic qualifiers, the 2013 MLS All-Star game, and the 2013 MLS Cup Final. Arrowhead Stadium, which holds the record for World's Loudest Stadium, hosted a FIFA World Cup 2011™ Qualifying match and numerous international exhibitions.

All this development will further grow the game with the city already ranking among the top five in the nation in youth football participation per capita, with more than 75,000 participants under the age of 15 and another 120,000 participants of all ages.

Kansas City has professional teams in three major sports: Sporting Kansas City (MLS), Kansas City Chiefs (NFL), and the Kansas City Royals (MLB), and regularly hosts major professional and collegiate events, including the 2012 MLB All-Star game, the 2014 and 2015 MLB World Series, multiple NCAA Men's and Women's Division I basketball tournaments.

Candidate Host Cities

Los Angeles

Los Angeles' vision as a Candidate Host City is to unite the city and continent while shining light on its diverse neighborhoods and the city's welcoming disposition. The multicultural LA population will come alive with the sounds of various voices, languages, and dialects.

In 1769, Spanish explorers founded the new town of Nuestra Señora la Reina de Los Angeles, Our Lady the Queen of the Angels. Pioneers and the gold seekers increased the population, some succeeding and investing in the growing city, establishing businesses, and building libraries, museums, hotels, and theaters. The movie industry came to the area in the late 1800's. Today, the Native American and Spanish architectural and cultural influences sit comfortably alongside the glitz of Hollywood and the cosmopolitan energy of greater Los Angeles.

The city has a long and storied history of hosting the world's biggest sporting events in some of the best and most dynamic stadiums in the world. Together with London and Paris, Los Angeles will be the only city to have hosted three Olympic Games. Seven Super Bowls have also been played at either the Memorial Coliseum or the Rose Bowl.

Nicknamed the "Entertainment Capital of the World," Los Angeles is also the leader in the creation of television shows, video games, and recorded music. The 2026 FIFA World Cup™ in Los Angeles would deliver one of the most diverse cities in America to support the promotion of human rights, environmental sustainability, and the game of football.

Los Angeles

- 📍 Pop: 13,310,447
- 📍 Alt: 28 m
- 🌡️ Avg temp:
Jun: 15.7-25.6 °C
Jul: 17.6-28.4 °C



39.7

percent

Foreign born residents



California and the Los Angeles sports marketplace is massive, with 11 professional teams.



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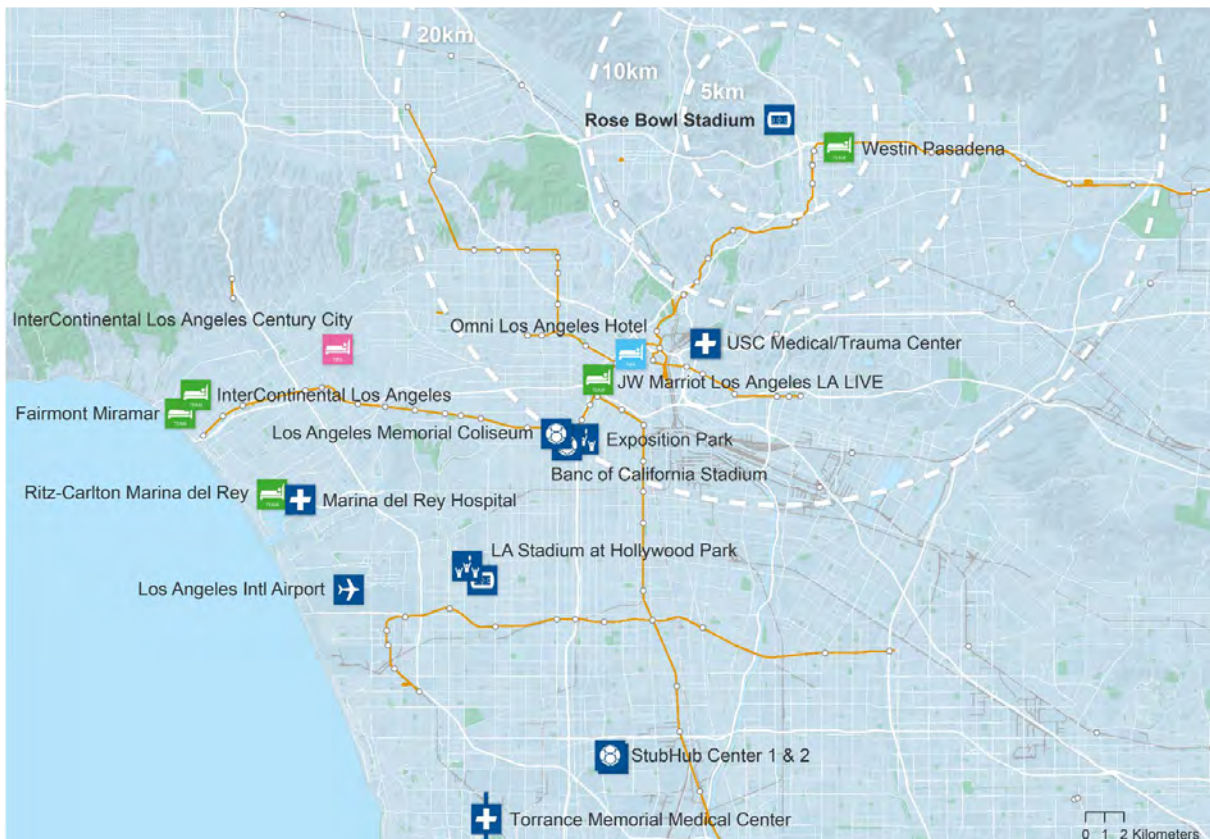
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4 General Information

66/474





Our efforts will include bringing fields and resources to diverse neighborhoods and providing tickets and transportation to matches.

Los Angeles was a founding city of Major League Soccer (MLS) and was a proud home of the North American Soccer League a generation ago. Many historic football matches have been staged in the Rose Bowl including the FIFA World Cup 1994™ Final, the FIFA Women's World Cup 1999™ Final, and many key CONCACAF Gold Cup matches. These events have helped further grow the game and today there are 130,000 registered players, 10,300 teams, and 240 leagues and clubs across Southern California.

Los Angeles is the only city in the US with seven teams in the five major American sports leagues and two teams in the MLS – Los Angeles Galaxy and Los Angeles FC. The area is home to the Los Angeles Dodgers (MLB), the Los Angeles Lakers (NBA), the Los Angeles Kings (NHL), the Los Angeles Chargers (NFL), and the Los Angeles Rams (NFL). In the most recent calendar year, more than 27 million tickets were purchased for sports events in the area.

Candidate Host Cities Mexico City

Mexico City's vision as a Candidate Host City is to continue with the tradition of inclusion and sustainability as sporting pillars, united as a team in sport for the world.

"United," the city will offer an experience of hospitality, enriched by local traditions and culture.

Formerly the ancient Aztec city of Tenochtitlan, Mexico City was founded in 1325 and constructed in the Valley of Mexico over ancient Lake Texcoco. Today, the city is an important political, cultural, educational, and financial center. Greater Mexico City is also the largest metropolitan area of the Western Hemisphere and the largest Spanish-speaking city in the world.

Football plays a very important role in the city's tradition and is the most practiced sport among its citizens. Mexico City is the only city in North America that has three professional football teams: Club América, Club UNAM, and Cruz Azul Fútbol Club. On average, Mexico City hosts 75 professional football matches per year.

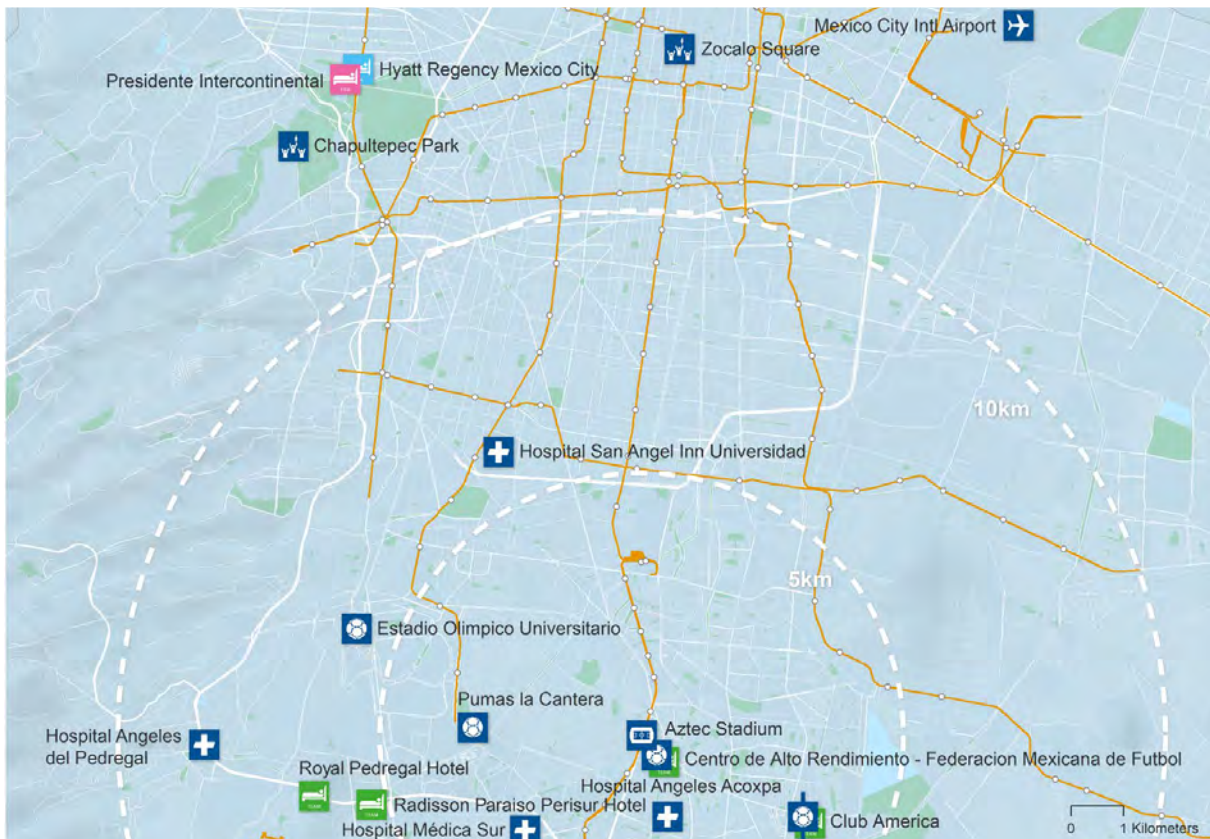
The city has hosted two FIFA World Cup™ Finals. The 1970 Competition was the first staged in North America, and the 2nd in 1986. Mexico City has also hosted the first ever Central American and Caribbean Games with two more following, two Pan American Games, and the XIX Olympic Games in 1968. Mexico City has hosted a series of other world-class events such as the Formula One Mexico Grand Prix, which was awarded best promoter by the FIA in 2015 and 2016, as well as regular season games of the NFL and NBA.

Mexico City

-  Pop: 20,137,152
-  Alt: 669 m
-  Avg temp:
Jun: 12.2-24.6 °C
Jul: 11.5-23.0 °C



Mexico City's 16 boroughs will commit to the refurbishment of public sports spaces, getting the community involved so they feel the space is their own.



Mexico City, the oldest capital in the Americas, sits in the Valle de México on the south-central high plateaus.

Mexico City hosted the 2016 Football Americas Forum and the 66th FIFA Congress™, receiving football authorities from all around the world.

Football also extends to the city's community programs, with Fut Barrios CDMX the most prominent. This tournament involves the city's 16 boroughs and 24,000 male and female participants. It has been so successful that some boroughs have created other events around it to choose the players that ultimately represent them.

Other major international sporting events include: UFC Fight Night, MLB Mexico City Series, World Golf Championships, Longines Global Champions Tour, Lorena Ochoa Match Play, World Archery Championships, Formula E, Mexico City ePrix, FIA World Endurance Championship, WRC FIA World Rally Championships Street Stage, GFNY Mexico City, Tour de France – L'Étape Mexico, FIBA Americas Championship, WTF Grand Prix Final, and the FIVB World Olympic Qualification Tournament.

Candidate Host Cities

Miami

The City of Miami was founded in 1896 and is affectionately known as the “Magic City.” It is a major metropolitan center, and a leader in finance, commerce, culture, media, entertainment, the arts, and international trade.

Miami has proven success in hosting the highest level of international football competitions and the game has been instrumental in uniting the uniquely diverse community. Whether you speak Spanish, English, Portuguese, or Creole, in Miami, everyone agrees on their love of football, and celebrate its premier event: the FIFA World Cup™.

Miami’s grassroots football starts with diverse youth programs, including: recreational, travel, and competitive academies. Virtually every public and private high school and middle school in Miami fields both boys’ and girls’ football teams. Grassroots programs continue with college football, which thrives here. The Miami football community has NCAA Division I and II men’s and women’s teams. It also has NAIA teams, including both men’s and women’s as well. The adult football infrastructure in Miami includes every level of participation: amateur, semi-professional, as well as a truly rich history of professional football organizations that have participated in nearly every major professional league since the beginning of organized pro-football in the United States. Professional football in Miami started with the North American Soccer League’s Miami Gatos in the late 1960’s and early 1970’s, then with the Miami Toros in the mid-1970’s, continuing with the Fort Lauderdale Strikers in the late 1970’s and early 1980s’. In 1998, Major League Soccer (MLS) created the Miami Fusion. Currently Miami has a very successful NASL pro-division II team, the Miami FC, and was recently awarded an MLS franchise (owned by David Beckham).

Miami

📍 Pop: 6,066,387

📍 Alt: 3 m

🌡️ Avg temp:

Jun: 28°C

Jul: 29°C



56.4

percent

Foreign born residents



No other sport connects us like football and no other tournament does it more powerfully than the FIFA World Cup™.



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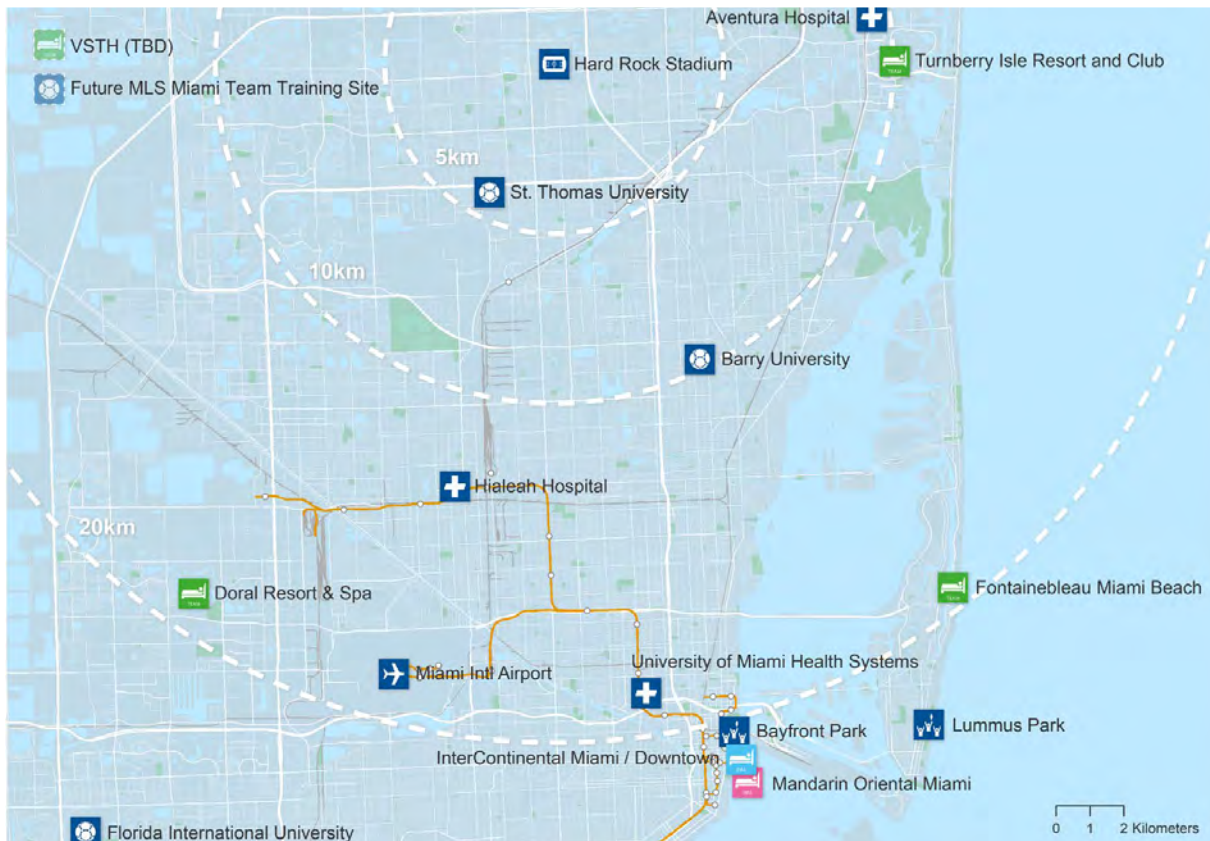
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4 General Information

70/474





The port of Miami is the largest passenger port in the world, and one of the largest cargo ports in the United States.

The city has hosted some of the most spectacular international clubs and national team matches in the United States, including Santos of Brazil in the early 1970's. Since 1968, Miami has proudly hosted an amazing ten Super Bowls. Among many other marquee events, El Clásico, the International Champions Cup, Miami Open Tennis, Capital One Orange Bowl, BCS National Football Championship, NASCAR Ford Championship, NFL Pro Bowl, NCAA Men's Basketball

Tournament, and WrestleMania XXVIII have all enjoyed successful events in Miami. The city will host Super Bowl LIV in 2020, a record-setting 11th Super Bowl to mark the 100th anniversary of the NFL.

The recent match between Real Madrid and FC Barcelona drew a sold-out crowd to Hard Rock Stadium. Miami hosted a post-FIFA World Cup™ match between the national teams from Brazil and Colombia, which sold out at 73,429 fans.

Monterrey's vision as a Candidate Host City is to be united and show the world that there are no boundaries when it comes to football.

Monterrey will project football as a unifying element between nations, regardless of political or social boundaries, permeating amongst the citizens and visitors the vision that there are no races, nationalities, religious beliefs, or language barriers that can prevent us from being one team.

The metropolitan area of Monterrey was integrated with the historic city of Guadalupe, which was first settled in 1716. Between 1880 and 1910, the city of Monterrey went from being a regional commercial hub to the industrial capital of Mexico. Today, the metropolitan area of Monterrey is made up of 12 municipalities.

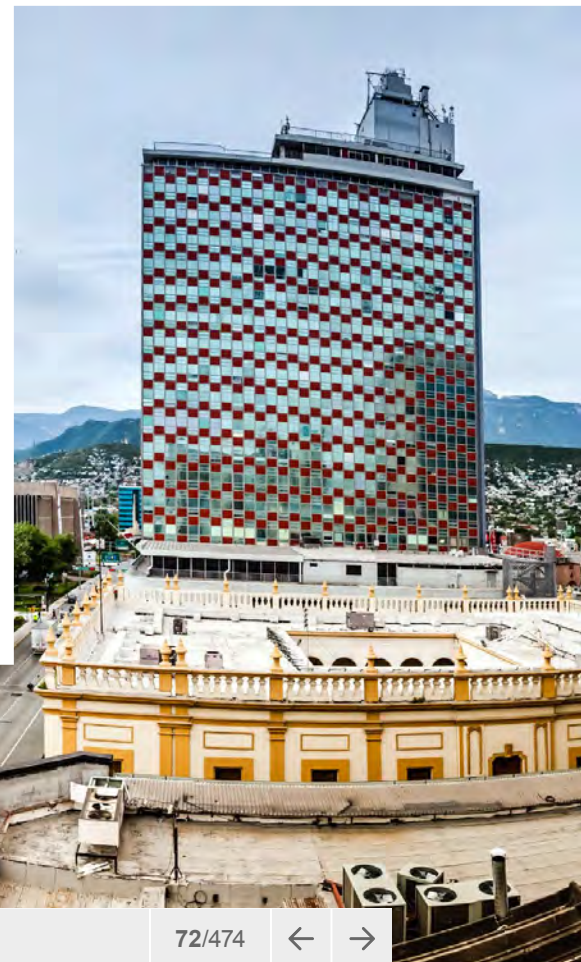
As the industrial capital of Mexico, Monterrey has become a busy working hub with growing social diversity. Sports are an important social activity, bringing people together no matter their income level, social class, gender, or background. In 1945, Monterrey's first professional football team was established, C.F. Monterrey.

Football is part of the culture of the people of Monterrey, and home to two of the most relevant teams and fan bases in Mexico. C.F. Monterrey has won four league titles, a Copa MX title, and three CONCACAF Champions League titles – notably, three consecutive tournaments in 2011, 2012, and 2013. Tigres UANL has won Liga MX six times and the Copa MX three times and was the 2015 Copa Libertadores runner-up.

The FIFA World Cup 1970™ in Mexico, combined with an improvement in C.F. Monterrey's performance over the following years, turned football into a social phenomenon by 1973.

Monterrey

-  Pop: 4,106,054
-  Alt: 35 m
-  Avg temp:
Jun: 22.0-33.5 °C
Jul: 22.0-34.2 °C



Women's football will be introduced gradually to the 150+ youth soccer schools in the Monterrey Metro Area.



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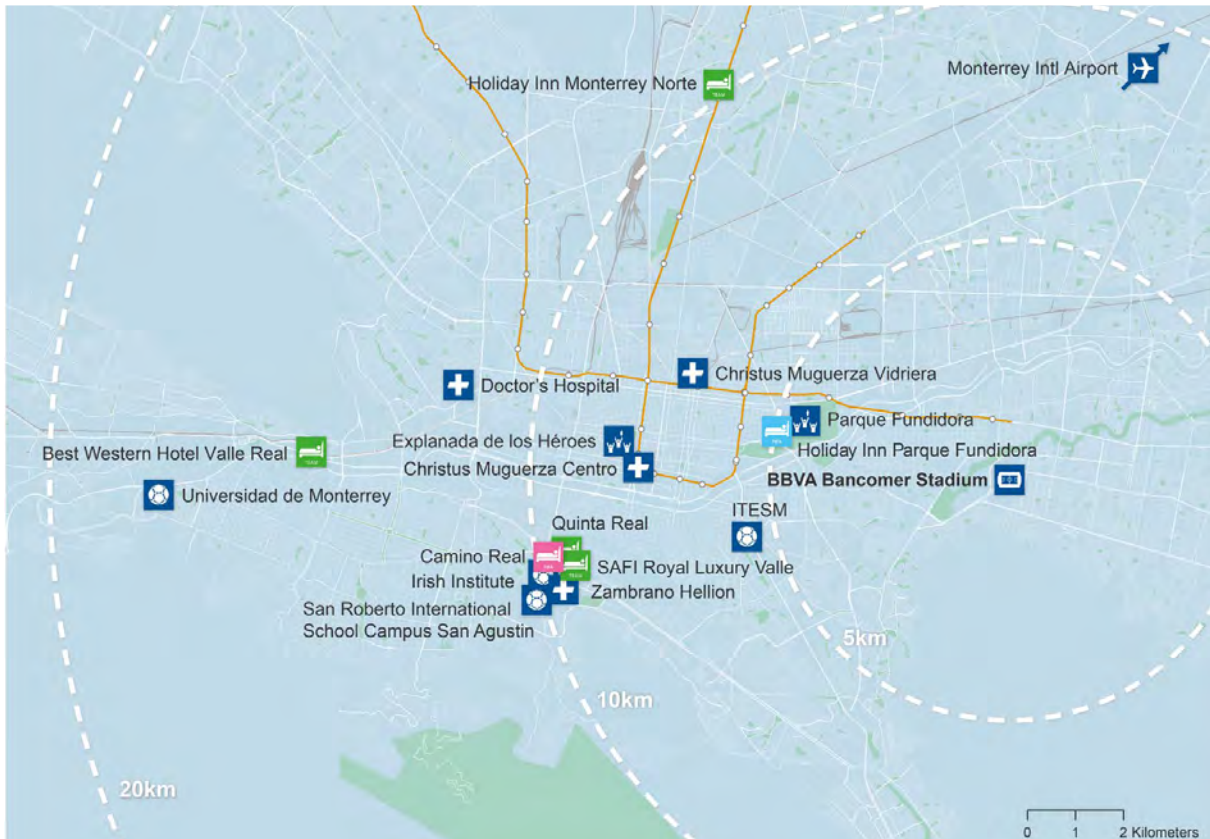
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4 General Information

72/474





Monterrey sits within Sierra Madre Oriental Mountains to the south of the city, bisected by the Santa Catarina River.

In 1974, Tigres UANL won a spot in the 1st division, providing the city with a strong rivalry, with both local stadiums sold-out season after season.

The metropolitan area has hosted many high-profile sporting events. The Centro de Alto Rendimiento (CAR), home to Tigres UANL, has hosted many national events such as the Olimpiada Nacional (2003, 2008, 2012, 2015, 2017); the Universiada Nacional (2007, 2015, 2017); and the 2014 Torneo de la Amistad that drew over 40,000 visitors and tourists. The newly built BBVA Bancomer

Stadium, home to C.F. Monterrey, has a capacity of 51,000 people and was designed to host Liga MX games and between two and four concerts annually.

Other events hosted in Monterrey in recent past, include the 2016 World University American Football Championship, and in 2016 the Karatedo Shitoryo World Championship at the Nuevo León Unido Gymnasium. The 2016 U-23 Baseball World Cup, drew crowds of over 60,000 visitors and tourists.

Candidate Host Cities

Montréal

The vision of Montréal as a Candidate Host City is to promote and celebrate the sporting, cultural, and social legacy of the 2026 FIFA World Cup™ before, during, and after the event.

Holding the 2026 FIFA World Cup™ in Montréal will reinforce football as a leading sport as well as a unifying social force and catalyst for development in Canada and North America. In Montréal, business, the arts, culture, and sports would work together in new and innovative ways to ensure that this shared project is a Montréal-style success.

Montréal is the 2nd largest city in Canada and is home to nearly half of the population of the province of Québec. It is a major industrial, commercial, and financial center, and a focal point of francophone culture in North America. The city also played host to the 1976 Olympic Games and the legacy of this event has enabled Montréal to develop world-class sporting infrastructure including the Olympic Stadium, the Claude Robillard Sports Complex, the Étienne Démarteau Center, and many world class facilities.

The city is a focal point for top-level sports in the province, with big clubs bringing fame to the city for more than 100 years. The Montréal Impact has been the city's top professional club since the 1990's, winning league and playoff titles, Canadian Championship titles (2008, 2013, 2014), and recently were runners up in the 2014-15 CONCACAF Champions League.

The city has hosted major football tournaments and holds the Canadian attendance record for a football match: 71,617 for the Championship Final of the 1976 Olympic Football Tournament.

Montréal

-  Pop: 4,138,000
-  Alt: 230 m
-  Avg temp:
Jun: 10.9-23.1 °C
Jul: 13.6-25.5 °C



12.0

percent

Foreign born residents



As a city, Montréal has a world-class sporting infrastructure.



A

B

C

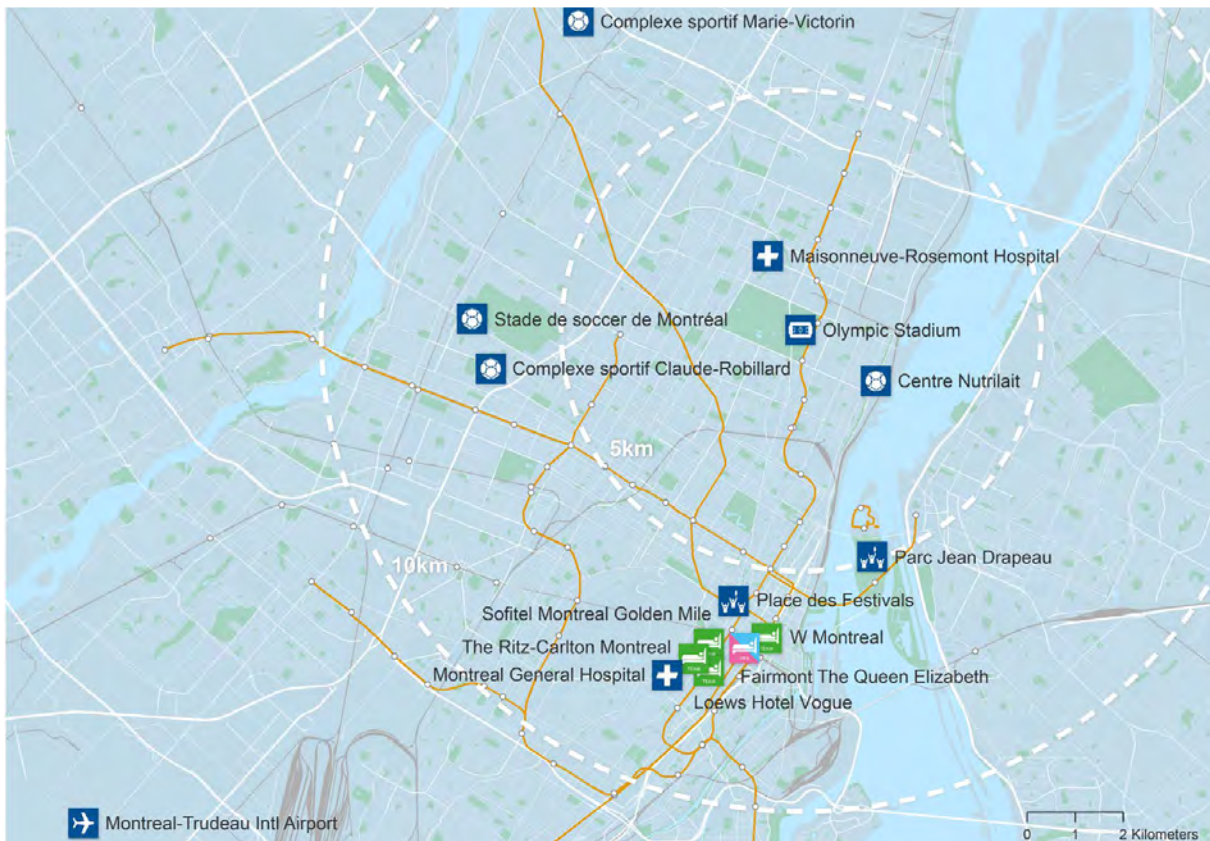
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4 General Information

74/474





Montréal is considered the cultural capital of Canada.

The Olympic Stadium has also hosted the largest Canadian football crowd of the year more than a dozen times, six of which were the largest of any in-stadium sporting event for the year.

Montréal hosted the 1976 Olympic Games, FIFA World Cup™ Qualifiers, the 1994 CONCACAF Women's Championship (where Canada qualified for the FIFA Women's World Cup™ for the 1st time), the FIFA U-20 World Cup Canada 2007™, the FIFA U-20 Women's

World Cup Canada 2014™ (when they served as the Headquarters and hosted the Final), and the FIFA Women's World Cup Canada 2015™.

Montréal hosts several professional teams, notably the Impact (MLS), Canadiens (NHL), and Alouettes (CFL). The city also hosts the annual tennis Rogers Cup as well as the Formula One Grand Prix. The greater city also includes the Impact Academy program as well as Canada Soccer's Quebec Regional EXCEL Centre for young women footballers.

Candidate Host Cities Nashville

Nashville's vision as a Candidate Host City is to unite the world through music and football, two of the most significant pastimes worldwide.

The city is committed to growing the game of football and will leverage its multi-genre music scene and local base of music artists to offer fans an entertainment experience like no other. With live music galore, Nashville has great venues in the city to entertain and engage fans throughout the event.

Nashville traces its roots back to the Revolutionary War, when it was quickly recognized as a significant port on the Cumberland River. Today, Nashville "Music City" is the vibrant home of country music in the United States backed with healthcare, insurance, and finance sectors.

The city was recently awarded the 24th expansion team in Major League Soccer (MLS), Nashville SC, which will start playing in the league in 2019. Prior to the arrival of Nashville's MLS team, the city had various football teams; the most notable were the Nashville Metros who played from 1989 until 2012, and Nashville FC, who played in the National Premier Soccer League (NPSL) from 2013 to 2016.

The multi-purpose Nissan Stadium has hosted international club and national team matches. In 2017, Nashville hosted the 2017 CONCACAF Gold Cup as well as the International Champions Cup Tottenham Hotspur vs. Manchester City match which drew 56,232 attendees. A dedicated football stadium is also proposed to be located close to the downtown area.

Nashville

-  Pop: 1,865,298
-  Alt: 55 m
-  Avg temp:
Jun: 18.6-30.0 °C
Jul: 20.8-31.8 °C



11.6

percent

Foreign born residents



Diversity is important to Nashville's city leaders – more than 120 languages are spoken in Metro public schools.



In Nashville, music has connected the life and soul of the city and its people.

In the wider region of Tennessee, a strong youth football presence continues to develop with more than 60,000 registered players participating through 105 different leagues statewide.

The city is also home to the Tennessee Titans (NFL) and the Nashville Predators (NHL), and hosts the Music City Bowl, one of college American football's premiere post-season championship games.

Candidate Host Cities New York/New Jersey

New York/New Jersey is ready to stand united to create the ultimate sports and entertainment experience for the teams and fans, and leave a lasting legacy that will inspire future generations of football fans.

The New York/New Jersey region is a national and international center for media, finance, commerce, culture, and retail. It is home to countless museums and has a 24-hour vibrancy. As the most visited city in the United States, New York has a virtually infinite amount of things to see, and three different professional football teams to support. With hundreds of thousands of youth players in the region, New York/New Jersey grew the game from a grassroots level tremendously after hosting the FIFA World Cup 1994™, and expects to do the same after 2026. These states have hosted some of the biggest sporting and entertainment events.

The region is older than the United States, founded by Europeans nearly 400 years ago. Because of its harbor, New York/New Jersey has always enjoyed a prominent place in commerce and industry, serving as the country’s 1st capital city, spawning its earliest financial markets, and has been a leader in every form of business, art, and culture.

New York/New Jersey has two professional football teams, NYFCF and The New York Red Bulls, and a huge youth football base that will only increase in both size and quality of play as interest in those teams grows. The area has hosted many US Men’s and Women’s National team matches, demonstrating the region’s interest in the world’s game.

New York/New Jersey

👤 Pop: 20,153,634

📍 Alt: 3 m

❄️ Avg temp:

Jun: 17.6-26.3 °C

Jul: 20.4-28.9 °C



35.7

percent

Foreign born residents



The 2026 FIFA World Cup™ will have a major effect on growing the game in the most visited city in the United States – a thrilling prospect.



The densely populated areas of New York and New Jersey sit within a natural harbor formed at the mouth of the Hudson River.

Football in the region has always drawn large crowds. Highlights include Pelé and the Cosmos in the 1970's, the FIFA World Cup 1994™ (seven matches including a Quarter-Final and Semi-Final), the FIFA Women's World Cup 1999™ (Opening Ceremonies and USA opening round match), the CONCACAF Gold Cup Final in 2009, and the CONCACAF Copa Centenario Final in 2016 which drew a record crowd of 82,026.

The region is home to many professional sports teams including two NFL teams (Giants

and Jets), two MLB teams (Yankees and Mets), two NBA teams (Knicks and Nets), and three NHL teams (Rangers, Islanders, and Devils). New York is also the league headquarters for the NFL, NBA, MLB, NHL, and MLS.

Other than the major football events, the metropolitan area also hosts high-profile sporting events, including the New York City Marathon, the US Open tennis tournament, and was the site of the 2008 MLB All-Star Game and the 2014 Super Bowl.

Candidate Host Cities

Orlando



Orlando's vision as a Candidate Host City is to promote an inclusive community that embraces everyone and makes the city a better place through football.

Home to the "Magic Kingdom", Orlando welcomes tens of millions of visitors each year and is experienced in hosting major sporting and cultural events. The city grew rapidly during the 1980's and into the first decade of the 21st century, flourishing as the home of the world's most well-known major theme parks. Since serving as one of the Host Cities for the FIFA World Cup 1994™, Orlando has added a successful Major League Soccer franchise, a rapidly developing youth football system, and an enthusiastic fan base.

Orlando's sports history dates back to 1914 when the Cincinnati Reds, Brooklyn Dodgers, and later, a minor league baseball team, the Orlando Rays, began competing. In 1936, Camping World Stadium, originally named the Orlando Stadium and later, Orlando Citrus Bowl, was constructed next to the ballpark – and has since staged hundreds of high school, collegiate, and professional football games.

Orlando's Major League Soccer (MLS) club – Orlando City FC – started playing in 2015, sparking newfound interest in football across Central Florida. After an inaugural sellout with 62,510 fans in attendance, the stadium has hosted games for the National Women's Soccer League (NWSL) team – the Orlando Pride. The football teams now play in Orlando City Stadium, which opened in 2017, further evidence that Orlando has become the "Football Capital of the South".

Orlando

-  Pop: 2,441,257
-  Alt: 25 m
-  Avg temp:
Jun: 26°C
Jul: 28°C



16.6

percent

Foreign born residents



Orlando is "Orlando United" – the soccer capital of the south.



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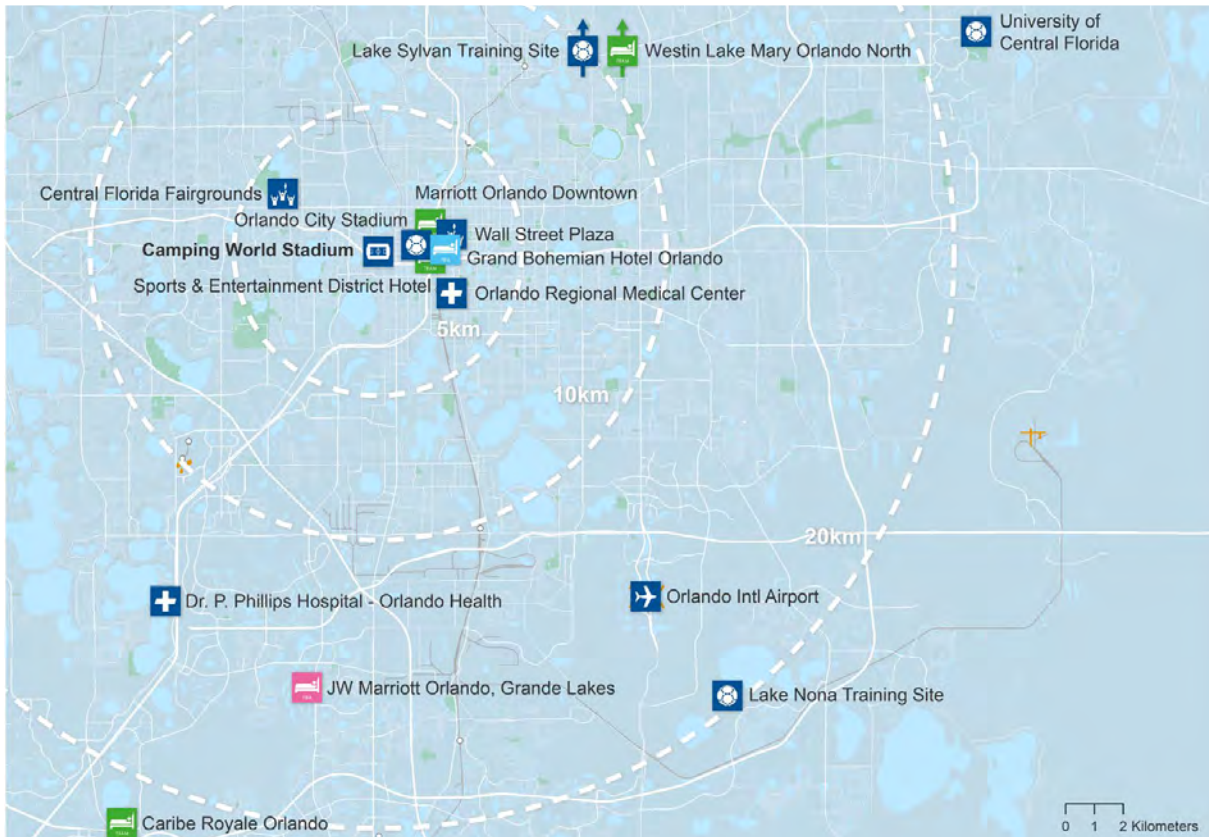
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4 General Information

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Orlando would deliver a bold, magical and once-in-a-lifetime experience for all.

Orlando City Youth is Florida's leading program for developing players from eight to 18 and the only club in Florida to offer both U.S. Soccer Development Academy program and the ECNL program. There are an additional 30 youth football clubs in Central Florida representing about 30,000 youth. And the Orlando City Foundation has been working in low-income neighborhoods throughout Central Florida to build "mini-pitches" and offer development programs to underserved populations.

Orlando will continue growing football throughout the community and beyond. Locally, participation in youth football leagues is expected to double in the next five years. Local organizers are already working to expand existing programs, while also creating new ones, to meet the growing influx of next generation football enthusiasts. The excitement and energized atmosphere generated by the 2026 FIFA World Cup™ will help introduce new people, young and old to football.

Candidate Host Cities Philadelphia

Philadelphia is the cradle of liberty and where the United States of America was formed, with the enduring principles of Unity, Freedom, Inclusion, and Democracy at its core.


Those same principles remain ingrained in history and endure and thrive today.

Philadelphia was founded in 1682 and grew rapidly because of its port facilities, and was at the center of the Revolutionary War, becoming the birthplace of the nation when a group of dissatisfied colonists met there on July 4, 1776 to adopt the Declaration of Independence. Philadelphia was the capital of the United States from 1790 to 1800. Today, the City of Brotherly Love is a vibrant metropolitan city, the 2nd largest on the east coast, and 6th largest in the country.

Philadelphia enjoys a football history that dates to the 19th century, and it was home to one of the earliest professional franchises in the nation; Phillies of the American League of Professional Football. The 1970's saw the Atoms and Fury of the North American Soccer League (NASL), and the 1980-90's saw the rise of indoor football with the Philadelphia Fever of the MISL, and Philadelphia KiXX of the NPSL.

In 2003, Lincoln Financial Field opened with the highly anticipated, sold-out match featuring Manchester United and FC Barcelona, with 68,000 fans, and in the same year played host to the FIFA Women's World Cup 2003™ drawing 56,000 fans, among the largest crowds of the tournament.

Philadelphia

-  Pop: 6,070,500
-  Alt: 4 m
-  Avg temp:
Jun: 17.7-28.2 °C
Jul: 20.7-30.6 °C



11.6

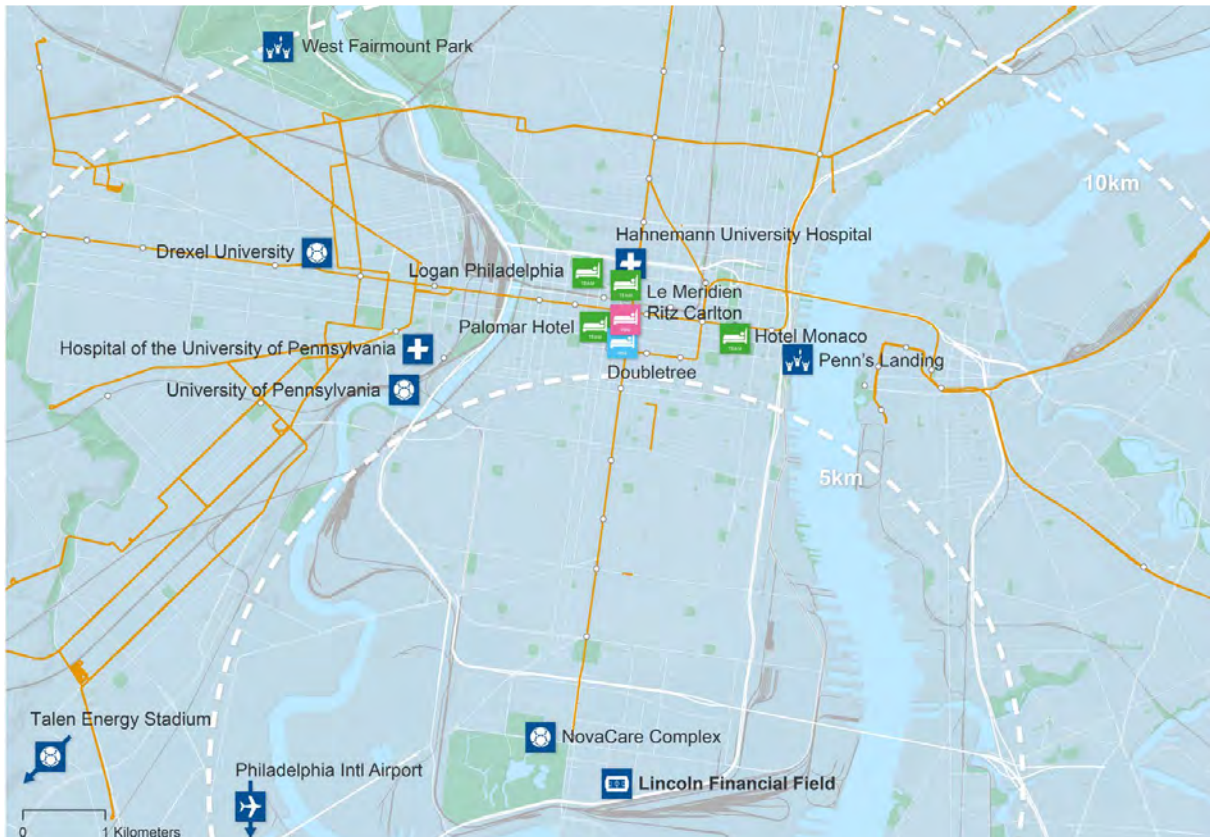
percent

Foreign born residents



Sustainable event management and environmental protection is a Mayoral priority.





As the “cradle of liberty”, Philadelphia sits at the confluence of the Delaware and Schuylkill rivers between the Appalachian Mountains and Atlantic Ocean.

In 2008, MLS awarded Philadelphia the 17th expansion team with the Philadelphia Union. While their 1st home game in 2010 was played at Lincoln Financial Field (the NFL stadium), the Union plays most of its games at Talen Energy Stadium (formerly PPL Park), an 18,500-seat, football-specific stadium. Lincoln Financial Field remains the team’s secondary home, for matches with anticipated high attendances.

Philadelphia is host to five major sport teams: the Eagles (NFL), the Phillies (MLB), the Flyers (NHL), the 76ers (NBA), and the Union (MLS).

Philadelphia boasts an enviable record of successfully hosting the nation’s biggest sporting events, including the NFL Draft, All-Star Games, NCAA championships, Olympic trials, the X Games and other events.

Candidate Host Cities

San Francisco Bay Area

The Bay Area, already celebrated for its diversity and inclusiveness, brings together cities, cultures, and industries to support the 2026 FIFA World Cup™.

The San Francisco Bay Area encompasses the metropolitan areas of San Francisco, Oakland, and San Jose and is the cultural and financial hub of Northern California. It is home to rolling hills with historic streetcars; the iconic skyline with the Golden Gate Bridge; and influential corporations of the modern era, including Google, Apple, Facebook, and others.

Sports have a deep-rooted history in the Bay Area with several celebrated franchises residing in cities across the region.

Since 1967, the Bay Area has been home to professional football teams from San Jose, San Francisco, and Oakland areas. The region has also hosted international matches during the 1984 Olympics, FIFA World Cup USA 1994™ and FIFA Women's World Cup USA 1999™. In recent past, the Levi's Stadium hosted the CONCACAF Gold Cup, the Copa America Centenario, and the International Champions Cup. Along with those official competitions, the region has hosted hundreds of international exhibitions including Real Madrid, FC Barcelona, Chelsea FC, Arsenal, Manchester United, Chivas, Club America, and Bayern Munich.

The San Jose Clash (now San Jose Earthquakes) was one of the original founding teams of Major League Soccer (MLS) and played host to MLS' inaugural match before a sell-out crowd. At the collegiate level, Stanford University, Santa Clara University, and the University of San Francisco

San Francisco Bay Area

-  Pop: 4,679,166
-  Alt: 7 m
-  Avg temp:
Jun: 11.6-19.1 °C
Jul: 12.3-19.2 °C



34.1

percent

Foreign born residents



Known for its cable cars, Victorian houses, and the iconic Golden Gate Bridge.



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4 General Information

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Candidate Host Cities San Francisco Bay Area



San Francisco will mobilize the leaders of tomorrow by registering Bay Area 8th graders to prepare them to serve as FIFA World Cup™ Ambassadors following their high school graduation in 2026.

have all won championships. The success of the professional and collegiate game has helped encourage the youth level participation, with over 500,000 children now playing football in the region.

The San Francisco 49ers (NFL) were the Bay Area's 1st professional sports team, founded in 1946. The organization has won five Super Bowls, including Super Bowl XIX hosted at Stanford University. The San

Francisco Giants (MLB) moved to the Bay Area in 1958 and have won three World Series championships in the last seven years. In 1962, the Golden State Warriors (NBA) moved to the Bay Area – they have won three championships while calling Oakland home, including last year. The Oakland Athletics (MLB) moved to Oakland for the 1968 season and have since won four World Series.

Candidate Host Cities

Seattle

The most popular city of the Pacific Northwest, Seattle has long been a place of travelers, trade, and sharing of new ideas.



Founded in 1869, Seattle has thrived due to the timber industry, the Gold Rush, and shipbuilding. Today, Greater Seattle area is celebrated for its many high-profile innovative technology and biomedical companies. Seattle is also one of the healthiest and greenest cities in the nation, and it is eager to stage an environmentally friendly event.

With arguably the most ardent and passionate fans in Major League Soccer (MLS), Seattle has a thriving football team and many youth players developing the game from a grassroots level. In addition, the RAVE Foundation is building urban, accessible football fields and futsal courts for free play, that is dedicated to open use by the community.

The city is recognized as a bastion of the sport, with a storied tradition from the North American Soccer League (NASL), the United Soccer League (USL-1), and MLS. Each and every step of the way Seattle has attracted large, passionate crowds for professional matches.

In the early years of the NASL, the Seattle Sounders were consistently among the football league's attendance leaders with more than 20,000 attendees per game. In 1976, an exhibition game with the New York Cosmos and Pelé produced a sellout crowd of 58,000; a North American record at the time. The opening of Qwest Field (now CenturyLink Field) in 2002 generated crowds in excess of 66,000, hosting international friendly matches including Manchester United and Real Madrid.

Seattle

-  Pop: 3,798,902
-  Alt: 48 m
-  Avg temp:
Jun: 11.1-21.1 °C
Jul: 13.1-24.3 °C



17.1

percent

Foreign born residents



Seattle will leverage 2026 FIFA World Cup™ programs into the state-wide, standards-based curriculum as a teaching tool.



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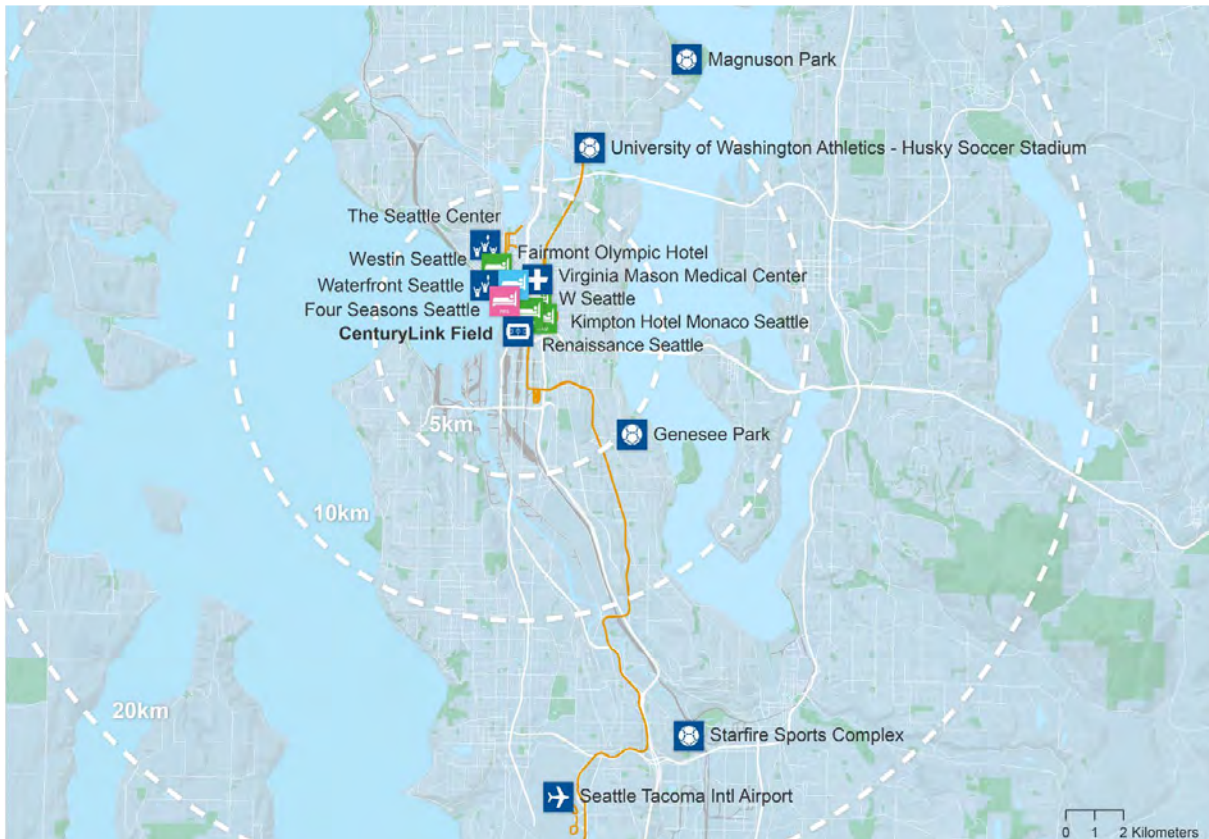
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4 General Information

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Seattle, surrounded by unmatched natural beauty, lies between the Olympic Mountains and Cascade Mountains on the shore of Puget Sound, with Lake Washington to the east.

Each of Seattle's 2009 MLS matches have been sold out at stadium capacity of 32,400. Seattle was the site for MLS Cup 2009, and an international friendly match with Chelsea FC vs. FC Barcelona that attracted 65,000 fans.

Winners of the 2016 MLS Cup, 2014 Supporters Shield, and four Lamar Hunt US Open Cup Trophies (2009, 2010, 2011, and 2014), Seattle Sounders FC, and the 2014 Superbowl Champions and three-time NFC Champions, Seattle Seahawks, call

CenturyLink Field home. The Seattle Mariners, owners of the MLB's winningest season in the modern era with 116 wins in 2001, play next door at Safeco Field, one of the country's finest baseball stadiums. The Seattle Storm, which won both the 2005 and 2010 WNBA World Championship, compete in the shadow of the Space Needle at KeyArena located at Seattle Center (the site of the 1962 Worlds Fair).

Candidate Host Cities

Toronto

Toronto is one of the most livable and multicultural cities in the world. The *Places Rated Almanac* ranks Toronto as the safest large metropolitan area in North America. And with more than 200 different ethnic origins and more than 140 languages and dialects, Toronto thrives on its diversity. That message is embodied in the city's Coat of Arms: Diversity Our Strength.

Football has brought people in the Greater Toronto Area together for well over 100 years. Since 2007, the top professional football team is Major League Soccer's (MLS) Toronto FC, recently capturing a trio of titles by winning the Canadian Championship, MLS Shield, and MLS Cup all in 2017.

Annually, Toronto is home to national tournaments, international sporting competitions, and entertainment spectacles. The city boasts the world-class BMO Field, the National Soccer Stadium that was built for the record-setting FIFA U-20 World Cup Canada 2007™. More than a dozen times since the 1970's, Toronto has hosted the largest Canadian football crowd of the year, including the 2017 MLS Cup which drew a capacity crowd of 30,584 at BMO Field and was then followed by Toronto FC's championship celebrations and a city parade.

As a world-renowned city, Toronto has hosted significant international football events starting with Canada's 1st entry in FIFA World Cup™ Qualifiers back in 1957. The city has also hosted football matches at the 1976 Olympic Football Tournament, the 1974 CONCACAF Youth Championship, the 1987 FIFA U-16 World Tournament, the 1998 CONCACAF

Toronto

- 👤 Pop: 6,346,000
- 📍 Alt: 92 m
- 🌡️ Avg temp:
Jun: 14.8-23.5 °C
Jul: 17.9-26.4 °C



49.9

percent

Foreign born residents



Our vision of "Unity in Diversity" is rooted in the reality of our city; our population hails from 170 countries and speaks 140 languages.



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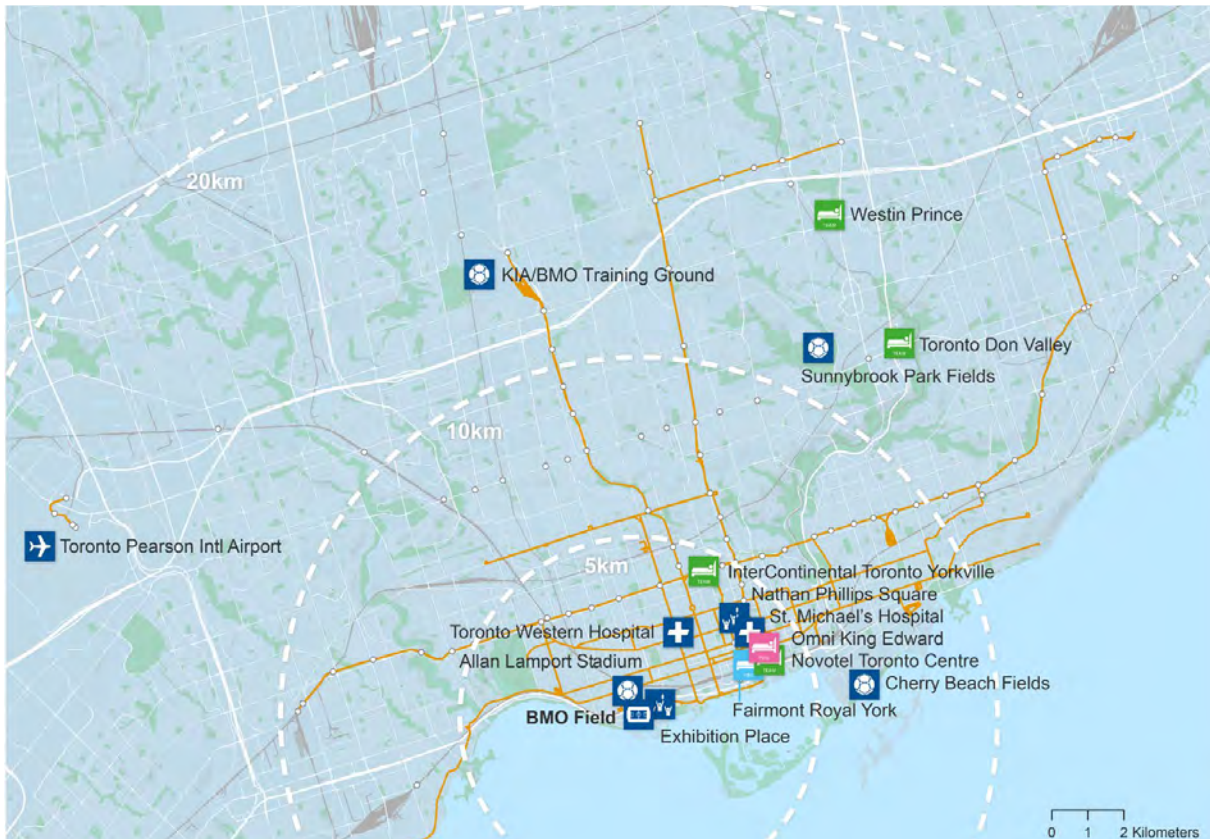
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4 General Information

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Toronto sits on the gentle hills and plains along Lake Ontario's northwestern shore divided by three rivers, and near Niagara Falls.

Women's Championship, the FIFA U-20 World Cup Canada 2007™ (serving as Headquarters and hosting the Opening and Final Matches), and the FIFA U-20 Women's World Cup Canada 2014™ when they hosted the Opening Match.

The city supports professional franchises in several sports: Toronto FC (MLS), Maple Leafs (NHL), Raptors (NBA), Blue Jays (MLB),

Argonauts (CFL), Wolfpack (RFL), and Rock (NLL). The city also hosts the annual tennis Rogers Cup, an annual IndyCar Series, and recently the Pan American Games in 2015. The greater city also includes Toronto FC II, the Toronto FC academy program, and Canada Soccer's Ontario Regional EXCEL Super Centre for young women footballers.

Candidate Host Cities Washington, DC

Washington, DC's vision is seeing cultural diplomacy unite residents and visitors through sport.

The city is a growing, multi-cultural community with most residents originating from elsewhere. No matter the political affiliation, race, creed, sexual orientation, gender, or upbringing; the community is bound together by the notion of DC as home and center of the country.



Washington, DC is unique among American cities because it was established by the United States Constitution to serve as the nation's capital. First known as the District of Columbia, the city was founded in 1790, a year later renamed after President George Washington.

The American government is centered in the district, as are such international bodies as the World Bank, the International Monetary Fund, the Organization of American States, and 174 embassies. Located directly adjacent to Washington is Prince George's County, MD, home to FedExField, a proposed FIFA World Cup™ stadium.

As a result of the diverse population and alliances with many nations, the Washington metropolitan area has resulted in an appreciation of football and has led to the success of D.C. United of Major League Soccer (MLS), which is consistently one of the top five teams in attendance.

There are well over 100,000 registered youth participating in football throughout the District, the state of Maryland and northern Virginia. Washington, DC serves as the headquarters for several major national non-profit organizations aimed at using football to reach disadvantaged youth including the U.S. Soccer Foundation and America Scores.

Washington, DC

-  Pop: 6,131,977
-  Alt: 38 m
-  Avg temp:
Jun: 16.1-28.8 °C
Jul: 18.6-31.1 °C



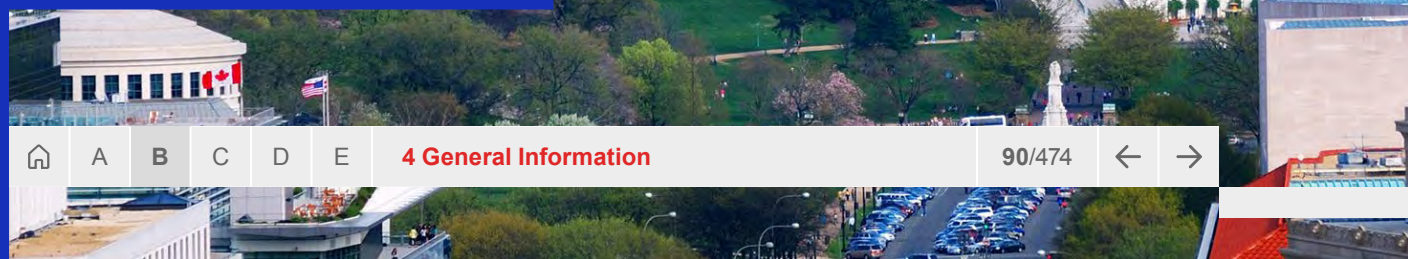
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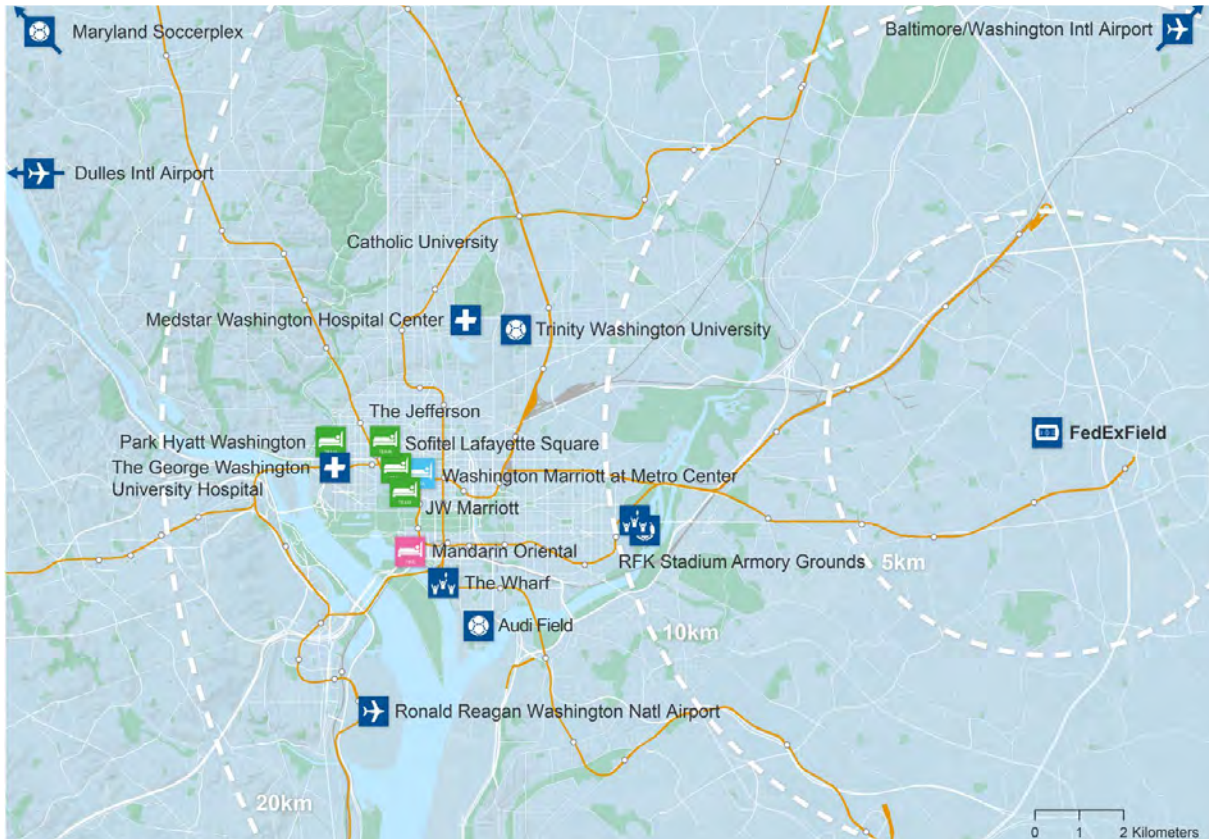
percent

Foreign born residents



The district will focus efforts into growing girls' football, especially in low-income communities.





Washington, DC is expanding its sports footprint with several sports venue development projects.

The city was a venue for four matches during the FIFA World Cup USA 1994™, Prince George's County hosted the phenomenally successful FIFA Women's World Cup USA 1999™, and both have become regulars on the international football scene, hosting major FIFA World Cup™ Qualifiers and star-studded international friendly matches.

In the recent past, Washington, DC has hosted high-profile sporting events including 2018 Major League Baseball's All-Star Game, an international friendly match between FC Barcelona and Manchester United in 2017, and the 2015 National Hockey League's Winter Classic.

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POLITICAL INFORMATION



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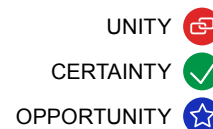
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5 Political Information



5 Political Information



It is said that nothing unites the world like sport, and in today's world, sporting events such as the FIFA World Cup™ are needed even more because they remind us of what we have in common, rather than what separates us.

5.1 Government Overview – North America

For the first time ever, three nations are united in a quest to host the FIFA World Cup™.

Canada, Mexico, and the United States are not just neighbors with shared borders and values. Strong economic ties, as well as community and cultural connections, provide the foundation for the trilateral cooperation between the governments of Canada, Mexico, and the United States. The security and economic prosperity of our three nations is inter-connected. The leaders of our three countries work together to confront common threats, facilitate the legal movement of people and goods across borders, and deepen our economic integration to make the North American economy the most competitive in the world. Our commitment to a competitive and sustainable North American economy embeds human rights and environmental sustainability at its core, helping to level the playing field for our businesses and families, while preserving and protecting the future for our young people.

Government Overview of Canada

The Constitution Act of 1867, passed by Britain's Parliament, established Canada as a domestically self-governing federation and defined the federal, provincial, territorial, and municipal governments that make up the country today.

As a constitutional monarchy, the reigning British monarch is recognized as Canada's Head of State. The Crown is represented in Canada by the Governor General, who is appointed by the Sovereign on the advice of the Prime Minister, generally for five years. In each of the ten provinces, the Sovereign is represented by the Lieutenant Governor, who is appointed by the Governor General on the advice of the Prime Minister, also normally for five years.

The Prime Minister is recognized as the Head of Government, responsible for its operation and the development and execution of policy. The Prime Minister is typically the leader of the party with the majority of seats in the House of Commons, Canada's lower House of Parliament. The Prime Minister technically serves at the Sovereign's pleasure with no fixed term, however there is a term limit of four years for a majority government, after which new parliamentary elections must be held.

The Canadian Parliament is comprised of the 105-seat Senate, made up of members apportioned on a regional basis, and the 338-seat House of Commons, made up of members who are elected by simple plurality in their home districts. These representatives are responsible for passing laws, approving and monitoring expenditures, and keeping the government accountable. Additionally, each provincial and territorial government has an elected legislature where provincial and territorial laws are passed.

Canada's judiciary resolves disputes according to law, including those about how legislative and executive power are exercised. The courts interpret and apply the Constitution in addition to legislation that has been signed into law. The judiciary system consists of both federal and provincial courts, the former granted with reviewing federal administrative actions and the latter serving as the main criminal and civil courts for the provinces. Canada's highest court is the nine-justice Supreme Court, which hears appellate cases and delivers opinions on constitutional questions put before it.

Canada has 13 provinces and territories, and a population of over 36 million people.

Government Overview of Mexico

Mexico is a federal republic as established in the Political Constitution of the United Mexican States. The government is divided into three branches: the executive, the legislative, and the judiciary.

The executive branch is led by the President of Mexico, who serves as the Head of State and the Commander in Chief. Presidents are elected by a simple majority of voters in 31 states and Mexico City. The President can freely appoint and dismiss cabinet officials and almost all employees of the executive branch.

The Mexican legislature is bicameral, comprised of the 128-seat Senate and the 500-seat Chamber of Deputies. Senators are elected to six-year terms, with 64 elected by a plurality, 32 seats awarded to the runner-up party in each state and Mexico City, and 32 proportionally elected. All Deputies are elected to three-year terms, with 300 elected by a plurality in their home districts, and 200 through proportional party representation. The legislative branch is responsible for passing the laws of the country and approving the national budget.

The judicial branch is divided into federal and state systems. Mexico's highest court is the 11-seat Supreme Court of Justice. Justices serve 15-year terms and are appointed by the President and confirmed by the Senate. There are three levels of federal courts under the Supreme Court of Justice: 12 Collegiate Circuit Courts, nine Unitary Circuit Courts, and 68 District Courts. Federal judges for the lower courts are appointed by the Supreme Court of Justice.

Mexico is made up of 31 states and Mexico City, each led by a Governor for a six-year term. Mexico's population is approximately 127 million.

Government Overview of the United States

The United States Constitution, first drafted in 1776, established the United States as a federal union of states and provided a structure of governance that seeks to safeguard the values and principles first set forth by the nation's Founding Fathers in the Declaration of Independence 11 years earlier. The constitution established three independent but coequal branches of government – the executive, the legislative, and the judiciary – that were designed to serve as “checks and balances” against each other's power.

The President serves as the Head of State and the Commander in Chief of the Armed Forces for a maximum of two, four-year terms. A national election is held every four years, with the outcome decided by an absolute majority vote by the Electoral College – an indirect manner of electing the chief executive by the vote of 535 members of the College made up of electors from each state and territory. The President is vested with the power to implement, enforce, or veto laws passed by Congress, with the assistance of the executive departments and agencies.

The legislative branch consists of the Senate, the 100-seat upper chamber where two members are elected from each state for a six-year term, and the House of Representatives, the 435-seat lower chamber where members are elected to represent their district for two-year terms. The number of congressional districts in each state is determined by the state's population following the country's decennial census. Together, the two chambers are known as the United States Congress and have the authority to enact legislation, approve the federal budget, levy taxes, confirm or deny presidential appointments, exercise investigative powers, and remove sitting members of government.

The judicial branch, responsible for interpreting and applying all federal laws, is made up of the United States Supreme Court and lower federal courts. The nine-member Supreme Court is the highest court of appeal in the United States. Beneath it in the federal court system are the United States Courts of Appeals – the powerful federal appellate courts which can set legal precedent – and the United States District Courts, which are the country’s federal trial courts. Federal judges are nominated by the President and confirmed by the Senate to lifetime terms.

The United States of America is made up of 50 states, the federal district of Washington, and five self-governing territories. The 10th Amendment to the Constitution specifies that powers not delegated to the federal government by the Constitution or established through law are reserved to the states or to the people, which serves to decentralize power and provide state and local governments autonomous authority over a wide range of issues.

The United States’ population is approximately 330 million.

5.2 Government Structure

Government Structure in Canada

Canada is a constitutional monarchy. In today’s constitutional monarchy, Her Majesty Queen Elizabeth II is Queen of Canada and Canada’s Head of State. She is the personal embodiment of the Crown in Canada. In Canada’s system of government, the power to govern is vested in the Crown but is entrusted to the government to exercise on behalf and in the interest of the people.

Canada’s Parliament consists of three parts: The Queen, the Senate, and the House of Commons. They work together to serve as the legislative branch and to make the laws for the country. The Senate includes 105 appointed members representing regions. The House of Commons includes 338 elected members representing districts by population.

The executive branch consists of the Queen, the Prime Minister and Cabinet, and the departments of government. They implement the laws. The judicial branch, which is not part of Parliament, interprets those laws.

The Canadian Judiciary interprets the meaning of laws, applies laws to individual cases, and decides if laws violate the Constitution. It’s comprised of the Supreme Court, the Federal Court of Appeal, and the Federal Court.

Government Structure in Mexico

Mexico is a Federal Republic consisting of three branches of government: the legislative branch, the executive branch, and the judicial branch.

Mexico's legislature is bicameral and consists of the Senate and the Chamber of Deputies. The Senate includes 128 members, where two are elected by each state and two represent Mexico City. 32 Senators are awarded through the principle of the 1st minority, while another 32 are elected through proportional representation. Each serve six-year terms and cannot be elected for a subsequent term. The Chamber of Deputies includes 500 members, 300 of whom are elected by the principle of relative majority in a number equal to the nominal electoral district, 200 of whom are chosen by the principle of proportional representation where they represent large plurinominal districts.

The executive branch includes the President (the Commander in Chief of the armed forces and also the Head of State. The President is elected by an absolute majority of the 31 states and the federal districts for a single six-year term) and the Cabinet, consisting of the head of the Attorney General, the federal executive legal office, and the 18 secretaries of state.

The judicial branch of the Mexican Government is divided into federal and state systems. It includes the Supreme Court of Justice, Circuit Collegiate Courts, Unitary Circuit Courts, and District Courts.

Government Structure in the United States

The Federal Government of the United States is the country's national government and is comprised of three separate, but co-equal, branches.

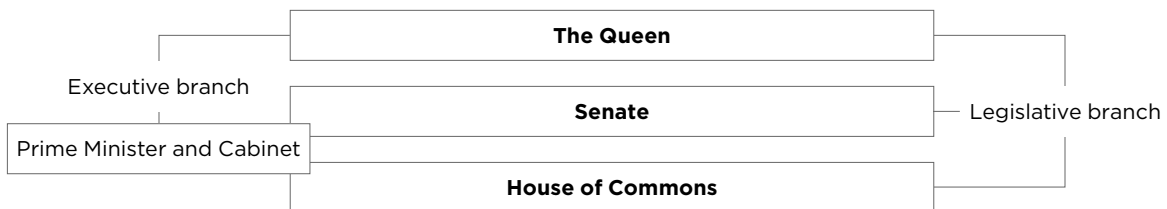
The legislative branch is empowered to draft laws, set and collect taxes, provide oversight of the executive branch, and to confirm its members, as well as the ability to confirm members of the Federal Judiciary. It is comprised of two bodies, the Senate and the House of Representatives. The Senate includes 100 Members, two representing each state. Each serve six-year terms. The House of Representatives includes 435 members representing districts by population, each serve two-year terms.

The executive branch carries out and enforces laws. It includes the President, Vice President, the Cabinet, executive departments, independent agencies, and other boards, commissions, and committees. The key roles of the executive branch include, the President (Head of State, leader of the Federal Government, and Commander in Chief of the United States Armed Forces), the Vice President (the highest-ranking person behind the President, and a constitutional officer in the legislature as President of the Senate), and the Cabinet, whose members include the heads of the 15 executive departments.

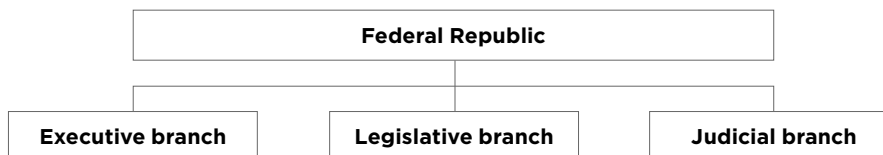
There are also a multitude of independent agencies in the federal government which operate outside of the jurisdiction of executive departments and that of the Executive Office of the President. These agencies are created by statute and are granted with the authority to oversee the rulemaking process, which have the power of federal law.

The judicial branch interprets the meaning of laws, applies laws to individual cases, and decides if laws violate the Constitution. It is comprised of the Supreme Court, the Court of Appeals, and the United States District Courts.

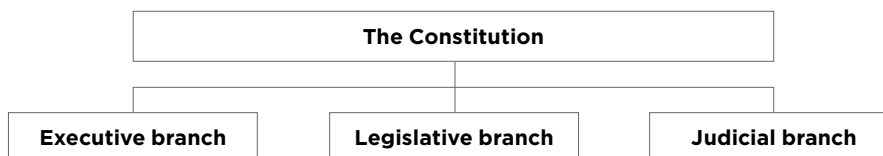
CANADA



MEXICO



UNITED STATES



5.3 Identity and Standing in North America

While each country individually has its own domestic political differences, the region is historically aligned politically, economically, and socially.

Canada

Canadians continue to view themselves as a stable, welcoming, and open nation, and the election of The Right Honorable Justin Trudeau has further elevated that view around the world. Domestically, Canadians do have different perspectives on the direction the country should take. After an initial softening of approval ratings post election, Canada's Liberal governing majority has stabilized, though the country is evenly split on which party should take power in the next election. This is in line with historical tables and generally tracks with the political standing of all of the major parties in North America.

Mexico

With a national election scheduled for early summer 2018, Mexico's current political standing remains in flux. The various political parties are jockeying for position and are seeking to solidify their candidate slates ahead of a March 2018 deadline. The outcome of the Presidential election in Mexico will not be known until after the FIFA Congress meets in June 2018.

United States

The political climate in the United States remains particularly polarized following a contentious election in 2016. With the midterm congressional elections scheduled for November 2018, Americans have historically low levels of approval of Congress. While there are no term limits for Members of Congress, historical data suggests that the makeup of both the House and Senate will be dramatically different in 2026.

President Donald J. Trump's job approval currently registers at low levels in some surveys, but he enjoys significant support from his base. Due to term limits, he will not be eligible to be President in 2026.

Despite these domestic political concerns, Americans remain historically optimistic about their futures, particularly on economic matters. Though the image of the United States abroad may have suffered in some places, the United States is still viewed in positive terms by the majority of the world.

5.4 Future Elections in North America



Canada

National

Monday, 21 October, 2019

Monday, 16 October, 2023



Mexico

Presidential

Sunday, 1 July, 2018

Sunday, 7 July, 2024

Mid-Terms Election

June/July 2021



United States

Presidential

Tuesday, 3 November, 2020

Congressional, State, Local

Tuesday, 6 November, 2018

Tuesday, 3 November, 2020

Tuesday, 8 November, 2022

Tuesday, 5 November, 2024

5.5 Major Political Issues in North America

The North American Free Trade Agreement, or NAFTA, underpins over USD \$1 trillion a year in trade between Canada, Mexico, and the United States, accounting for 39% of Canada's GDP, 49% of Mexico's GDP, and 5% in the case of the United States, the world's largest economy.

More than half of Canadians (74%), Mexicans (79%), and the US (58%) support their respective countries' inclusion in NAFTA. The trade agreement is currently being renegotiated.

Furthermore, this November, there will be mid-term elections which is a major political moment in the United States as it decides which political party, the Republicans or the Democrats, will control Congress. Both houses are currently controlled by the Republicans. One-third of the 100 Senators and all 435 Members of the House of Representatives are up for re-election. So, the result of these elections could have a tangible impact on the political issues.

Major Political Issues in Canada

Economy
Jobs
Foreign policy
Terrorism
Federal deficit
Budget
Relationships with Indigenous people
Healthcare

Major Political Issues in Mexico

Poverty
Economy
Corruption
Pollution
Emigration for jobs

Major Political Issues in the United States

Economy/jobs
Foreign policy
Terrorism
Federal deficit/budget
Equality
Healthcare/Affordable Care Act
Immigration
Plight of refugees
Environment and global warming
Guns

5.6 Coordination Between Host Country Governments

Canada, Mexico, and the United States have long collaborated as continental partners in the world's most prosperous region.

This collaboration rests on shared democratic values, respect for the rule of law, and free market principles. Beyond the North American continent, the three countries also work together to advance prosperity and security throughout the region and the world. The three nations collaborate together within the Organization of American States, at the Summit of the Americas, and at the G20, with the aim of strengthening the effectiveness of these international bodies to address pressing global challenges.

The North American region has a combined population of more than 500 million and an economy that represents more than one-quarter of the world's Gross Domestic Product (GDP). In fact, the combined GDP of the three nations has more than doubled over the past two decades, driven by the development of the North American economy as an integrated production platform which maximizes capabilities and makes the

economies of the three countries more innovative and competitive. North American economic integration has also encouraged a steady increase in investment among all three countries, and all three governments share a commitment to education, inclusive economic growth, and engagement with the private sector and civil society to ensure continued economic competitiveness on a global scale.

The continent's abundant natural resources and integrated energy markets provide important economic and security benefits for citizens of the three countries. Not surprisingly, Canada and Mexico are the United States' 2nd and 3rd largest trading partners, with trade among the three countries exceeding USD \$1.2 trillion dollars annually. The governments of Canada, Mexico, and the United States have each committed to pursuing greater alignment of their countries' respective energy sectors to promote greater trade and economic competitiveness.

Given geographic proximity, all three countries face common issues relating to environmental sustainability, natural disasters, and pandemics as well as shared security risks.

Canada, Mexico, and the United States are committed to enhancing their common understanding of those threats and developing effective, coordinated, and efficient approaches to address them.

Priorities shared by all three nations include fighting illegal movement of drugs, preventing human trafficking, and combatting violence against indigenous women and girls. The three countries also partner to advance global health, sharing the goal of ending

AIDS, tuberculosis, and malaria epidemics by 2030 as well as other United Nations Sustainable Development Goals.

The governments of the three nations are equally determined to create an even more united, integrated, and competitive North America, one that is more inclusive and prosperous than ever before. We see ourselves in each other, and our lives are richer for it.

UNITY **1** **EVENT**

3



CERTAINTY

Existing infrastructure =
focus on growing
the game



**countries =
blueprint for the future**

OPPORTUNITY

Powerful commercial
market = global economic
benefit for FIFA and the
football community

6

ECONOMIC INFORMATION



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6 Economic Information



6 Economic Information

Canada, Mexico, and the United States – on their own and together – have the economic means to host the 2026 FIFA World Cup™.

More importantly, hosting the Competition in North America would give FIFA, and the global football community, access to the largest economic market in Competition history (together, the last seven hosts account for 17.6% of the world's GDP – North America contributes 28% on its own).

North America today is a global economic powerhouse, home to almost 500 million people living in three vibrant democracies. Together the three nations account for roughly USD \$20 trillion in total economic output – outpacing the European Union in economic production. Though the United States makes up the majority of the economic weight (in terms of GDP and as the home to almost a 3rd of the world's largest companies), both Canada and Mexico rank among the top 15 largest global economies. North America is also one of the most economically dynamic regions of the world today – the World Bank

\$20
trillion (USD)

in total economic output

predicts the region will continue to outperform average global GDP growth in the years ahead.

Due to the unique geography, markets, and the choices of millions of individuals and thousands of companies, North America has become one of the most integrated and interdependent regions in the world. Sharing 12,000 km of peaceful borders, Canada and Mexico now play vital roles in the United States' stability, security, and prosperity. It is time to build on past work and advance this partnership to a new stage. If the three North American countries deepen their integration and cooperation, they have the potential to improve the standards of living of their citizens and those around the world for generations to come.

North America has prospered because Canada, Mexico, and the United States are each strong, prosperous economic entities that also operate as tightly integrated markets. Approximately USD \$2.4 billion and nearly two million tons of goods move between our three countries each day. Factories in Mexico produce goods for its neighbors to the north. Businesses on both sides of the border of Canada and the United States depend on each other. For example, the parts of a North American automobile cross the border an average of seven times before it rolls off the final assembly line.

Finally, North America increasingly shares a workforce, as companies and corporations make products and provide services across all three countries. Canada has a stable employment rate and a government that is committed to building an innovation-led economy that supports and builds upon Canada's ample resources. Mexico has an abundant supply of young workers. Job growth in the United States is in middle and high-wage industries, as well as billions of dollars in high-tech and related investment fueling the next generation of growth. With integrated supply chains, employees in one

country depend on the performance of those in another; together, our three countries contribute to the quality and competitiveness of final products that are sold regionally or globally.

North America has been a leading economic power for nearly a century, becoming the largest and strongest in the world, an industrial dynamo, a commodities cornucopia, and a magnet for millions of immigrants seeking a better life. As the continent has moved closer to becoming a joint innovation, design, production, and service platform, all three nations have become more efficient and competitive together.

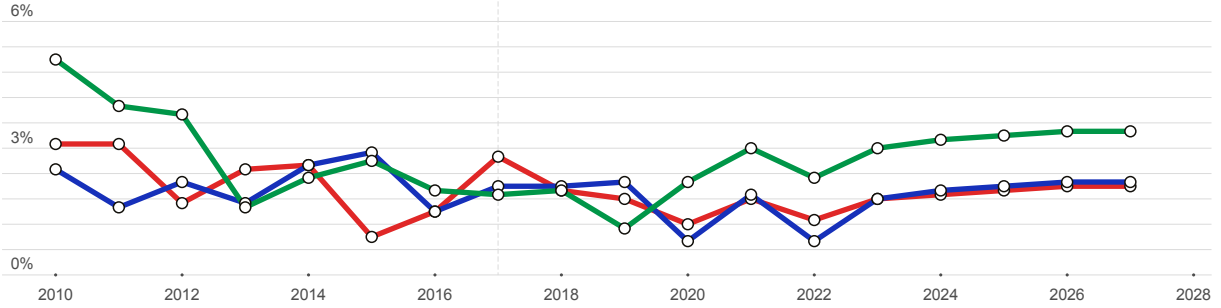
The United Bid has provided two independent economic forecasts, as requested by FIFA. We provided one five-year projection to ensure the greatest accuracy of the information. Additional data can be made available if desired.

12,000
Kilometers of peaceful borders

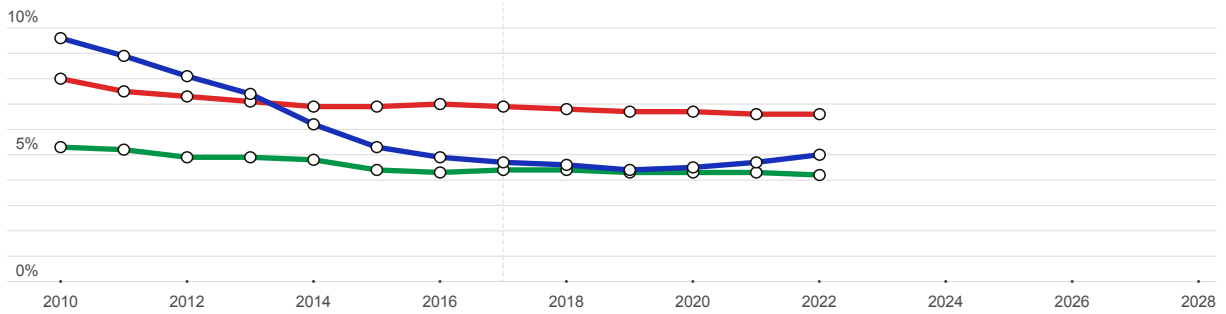
North America at a Glance

- Canada
- Mexico
- United States

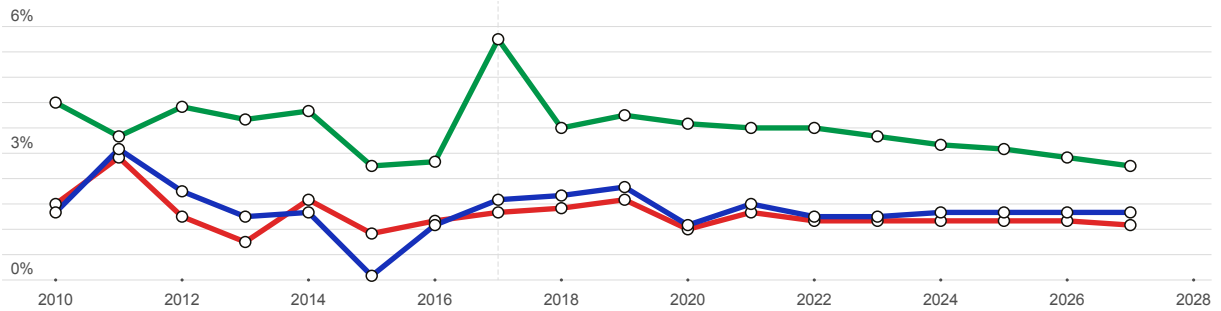
Real GDP Growth (%)



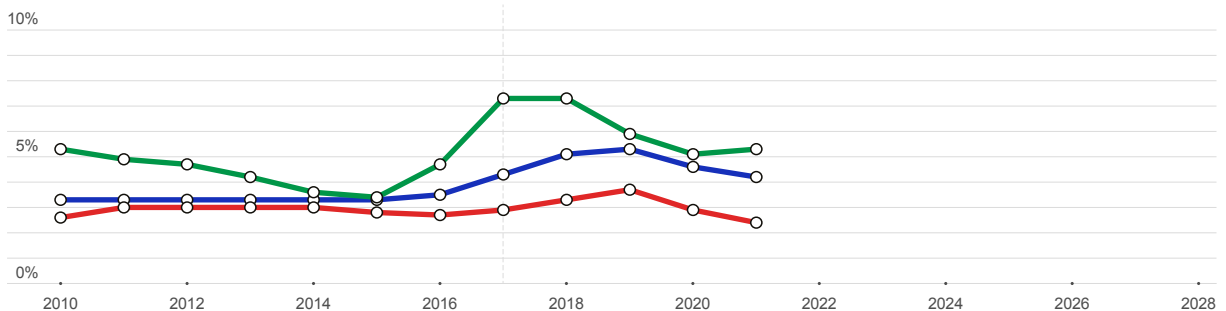
Unemployment Rate (%)



Inflation Rate (%)



Lending Interest Rate (%)



Canada

Canada is poised to be the G7's growth leader in the coming years. Buoyed by consumer spending and housing activity delivering strong gains, analysts expect real Gross Domestic Product (GDP) to grow 1.9% in the next year and stay on track in the years to follow.

Government spending on infrastructure and a moderate increase in business investment will spur economic growth in years to come, and Canadian exports are expected to strengthen over the next few years.

Historicals

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Real GDP growth	–	–	3.1%	3.1%	1.7%	2.5%	2.6%	0.9%	1.5%	2.8%
Average annual per capita income (Canadian dollar)	–	–	–	–	41.8k	42.3k	42.9k	43.1k	43.1k	–
Average rate of inflation	1.8%	2.9%	1.8%	2.9%	1.5%	0.9%	1.9%	1.1%	1.4%	1.6%
Interest base rate	2.6%	3.0%	2.6%	3.0%	3.0%	3.0%	3.0%	2.8%	2.7%	2.9%
Canadian dollar to US dollar	1.03	0.99	1.03	0.99	1.00	1.03	1.10	1.28	1.33	1.31
Canadian dollar to Swiss franc	0.99	1.11	0.99	1.11	1.07	1.11	1.21	1.33	1.35	1.35

Forecasts

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Real GDP growth	2.0%	1.8%	1.2%	1.8%	1.3%	1.8%	1.9%	2.0%	2.1%	2.1%
Real GDP growth	2.0%	1.8%	1.8%	1.8%	1.8%	–	–	–	–	–
Inflation	1.7%	1.9%	1.2%	1.6%	1.4%	1.4%	1.4%	1.4%	1.4%	1.3%
Interest base rate	3.3%	3.7%	2.9%	2.4%	–	–	–	–	–	–
Canadian dollar to US dollar	1.29	1.29	1.26	1.22	1.22	1.22	1.22	1.22	1.22	1.21
Canadian dollar to Swiss franc	1.34	1.30	1.33	1.25	1.25	1.25	1.24	1.25	1.25	1.25

Sources available upon request.

Mexico

With a higher contribution of exports and an increase in investment, growth in the Mexican economy in the coming years is inevitable. Construction activity will pick up and recent structural reforms and successful tenders in the energy sector are expected to boost private investment. Thanks to strong economic policies, the Mexican economy is expected to continue growing.

Historicals

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Real GDP growth	5.1%	4.0%	5.1%	4.0%	3.8%	1.6%	2.3%	2.7%	2.0%	1.9%
Average annual per capita income (Mexican peso)	–	–	–	–	16.3k	16.3k	16.5k	16.7k	16.8k	–
Average rate of inflation	4.2%	3.4%	4.2%	3.4%	4.1%	3.8%	4.0%	2.7%	2.8%	5.7%
Interest base rate	5.3%	4.9%	5.3%	4.9%	4.7%	4.2%	3.6%	3.4%	4.7%	7.3%
Mexican peso to US dollar	12.6	12.4	12.6	12.4	13.2	12.8	13.3	15.8	18.7	18.3
Mexican peso to Swiss franc	12.1	14.0	12.1	14.0	14.0	13.8	14.5	16.5	18.9	18.8

Forecasts

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Real GDP growth	2.0%	1.1%	2.2%	3.0%	2.3%	3.0%	3.2%	3.3%	3.4%	3.4%
Real GDP growth	2.0%	2.7%	2.7%	2.7%	2.7%	–	–	–	–	–
Inflation	3.6%	3.9%	3.7%	3.6%	3.6%	3.4%	3.2%	3.1%	2.9%	2.7%
Interest base rate	7.3%	5.9%	5.1%	5.3%	–	–	–	–	–	–
Mexican peso to US dollar	17.6	19.2	19.1	18.4	18.7	19.0	19.3	19.5	19.7	19.9
Mexican peso to Swiss franc	18.2	19.4	20.2	18.8	19.2	19.4	19.7	20.0	20.2	20.5

Sources available upon request.

United States

The US economic outlook is healthy, according to key economic indicators. The most critical indicator is GDP, which measures the nation's production output. The GDP growth rate is expected to remain between the 2-3% ideal range. Unemployment is forecast to continue at the natural rate. Neither inflation nor deflation are expected to change significantly.

Historicals

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Real GDP growth	2.5%	1.6%	2.5%	1.6%	2.2%	1.7%	2.6%	2.9%	1.5%	2.1%
Average annual per capita income (US dollar)	–	–	–	–	49.5k	50.0k	50.8k	51.7k	52.2k	–
Average rate of inflation	1.6%	3.1%	1.6%	3.1%	2.1%	1.5%	1.6%	0.1%	1.3%	1.9%
Interest base rate	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.3%	3.5%	4.3%
US dollar to US dollar	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
US dollar to Swiss franc	0.96	1.13	0.96	1.13	1.07	1.08	1.09	1.04	1.02	1.03

Forecasts

Year	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Real GDP growth	2.1%	2.2%	0.8%	1.9%	0.8%	1.8%	2.0%	2.1%	2.2%	2.2%
Real GDP growth	2.5%	2.1%	1.8%	1.7%	1.7%	–	–	–	–	–
Inflation	2.0%	2.2%	1.3%	1.8%	1.5%	1.5%	1.6%	1.6%	1.6%	1.6%
Interest base rate	5.1%	5.3%	4.6%	4.2%	–	–	–	–	–	–
US dollar to US dollar	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
US dollar to Swiss franc	1.04	1.01	1.06	1.02	1.02	1.02	1.02	1.02	1.03	1.03

Sources available upon request.

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MEDIA AND MARKETING INFORMATION



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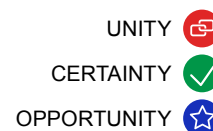
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7 Media and Marketing Information



7 Media and Marketing Information



The United Bid is confident that the size and influence of the North American market offers FIFA tremendous potential to grow, and that staging the 2026 FIFA World Cup™ in North America will open up multiple opportunities to connect football to key consumer segments through more engaging and immersive sponsorship opportunities.

The United Bid is ready to help FIFA explore new, unique options that will benefit the tournament in 2026 and help to establish successful new models that support future organizers well into the future.

Overview

The sports industry in North America generated USD \$69.4 billion in revenue in 2017 and is projected to generate more than USD \$75 billion annually by 2020. Steadily increasing youth participation and adult passion for football, coupled with challenges faced by other professional sports in North America, have the football market poised for dramatic gains and a significantly larger share of the sports industry here.

North America is already the largest sports sponsorship market in the world, with spending on sports sponsorship by companies headquartered in the region totaling USD \$16.9 billion annually. That represents over 25% of all worldwide sports sponsorship spending (and that number does not include more than USD \$40 billion spent in Canada, Mexico, and the United States on television, radio, internet, and print advertising for sports programs and other sports-oriented content).

The sports leagues and major events in North America which generate the largest amount of annual sponsorship revenue are:

Major sports/events	USD
National Football League (NFL)	\$1.2 billion*
Major League Baseball (MLB)	\$900 million*
National Basketball Association (NBA)	\$800 million*
National Hockey League (NHL)	\$475 million*
PGA Tour golf tournament series	\$450 million
NASCAR auto racing series	\$250 million
Liga MX	\$200 million
Major League Soccer (MLS)	\$150 million*
United States Open Tennis Tournament	\$125 million
NCAA Basketball Tournament	\$50 million

* Figure includes both league sponsorships and individual member team sponsorships



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7 Media and Marketing Information

109/474



7.1 Major Sports Sponsorship Activities

Additionally, North American companies spend roughly USD \$625 million each four-year cycle on Olympic sponsorships (both IOC and National Olympic Committees combined) and roughly USD \$350 million each quadrennial period on FIFA partnerships and sponsorships of the Canadian, Mexican, and American men's and women's national teams.

7.2 A List of the Major Corporations Investing in Sports Sponsorship

At least 40 different North American-based corporations representing automotive, beverage, fast food restaurants, sportswear, financial services, and computing/electronics categories currently spend in excess of USD \$50 million each on sponsorship. Dozens of international brands also contribute considerably in the sponsorship market in North America. Last year, the leading companies were PepsiCo, Inc. (USD \$360 million), Anheuser-Busch InBev (USD \$305 million), The Coca-Cola Company (USD \$295 million), and Nike, Inc. (USD \$265 million).

In addition to these global brands, several Mexican-based companies invest heavily in sports sponsorship and almost exclusively on football teams, leagues, and events.

Canadian-based companies also spend significant dollars on sports sponsorships in Canada, including on the Canadian and International Olympic Committees.

The United Bid is committed to protecting FIFA and its rights holders against any unlawful marketing efforts throughout the duration of the 2026 FIFA World Cup™. Only FIFA partners, Licensees, and government partners in Canada, Mexico, and the United States will be allowed to claim an affiliation or connection with the 2026 FIFA World Cup™.

Consumer marketing in each of our three Host Countries is regulated by a multitude of government agencies at both the national and local levels. Enforcement agencies have broad authority to halt unlawful practices and impose penalties on companies that sponsor these campaigns unlawfully; in some cases, advertising agencies can be liable as well.

Sponsorship spending ranks



* North America-based

7.3 Regulating Ambush Marketing

In addition to the protections afforded by trademark, unfair competition, and copyright law, companies may contract for specific protections against ambush marketing.

Local government law enforcement agencies may provide further aid in the prevention of ambush marketing. Local governments have enacted, in certain circumstances, legislation providing security measures to protect against ambush marketers. For example, around major sporting events, the organizing entities commonly work with local legislatures in event cities to enact “Clean-Zone” statutes, which guarantee that the areas surrounding the events are free from signs and merchandise that violate intellectual property rights of the leagues and sponsors and draw on local police for enforcement.

United 2026 will work with local and national governments in all three Host Countries to pursue all appropriate trademark and other protections, including seeking special legislation, when appropriate, to deal with any and all forms of ambush marketing. Consistent with our overall strategy, the United Bid will develop a set of shared principles related to marketing that will be applied across the three countries.

7.4 Major Sports Media Rights

Exploitation Activities

In Canada:

1. National Hockey League (NHL) – **CAD \$436 million** per season
2. International Olympic Committee (IOC) – **CAD \$115 million** per event
3. Canadian Football League (CFL) – **CAD \$40 million** per year
4. FIFA – On file with FIFA

In Mexico:

Confirmation available on request

Liga MX

LMB – Liga Mexicana de Beisbol

Liga Mexicana del Pacifico (Beisbol)

Liga Nacional de Baloncesto Profesional

FIFA – On file with FIFA

In the United States:

1. National Football League (NFL) – **USD \$7.4 billion** per year
2. National Basketball Association (NBA) – **USD \$2.65 billion** per year
3. Major League Baseball (MLB) – **USD \$1.5 billion** per year
4. The International Olympic Committee (IOC) – **USD \$1.125 billion** per event
5. NCAA Men's Basketball – **USD \$1.1 billion** per year
6. NASCAR – **USD \$740 million** per year
7. National Hockey League (NHL) – **USD \$200 million** per season
8. Major League Soccer (MLS) – **USD \$90 million** per year
9. FIFA – On file with FIFA

7.5 Major Media Companies Which are Involved in Football

In Canada:

1. Bell Media, including The Sporting Network (TSN) and CTV
2. Rogers Sportsnet
3. beIN Sports

In Mexico:

1. Televisa, and its owned networks/channels
2. TV Azteca, and its owned networks/channels
3. Imagen Television
4. Fox Sports Latin America
5. ESPN

In the United States:

1. The Walt Disney Company, including the ABC Television Network and ESPN Inc.
2. Fox Broadcast Television, including its cable channels FS1, FS2, and Fox Deportes
3. NBC Universal, including the NBC Universal Television network, NBC Universal Sports cable channel, the Spanish-language television network Telemundo, and its cable channel Universo
4. Univision Communications Inc., including the Spanish-language Univision, UniMas television networks, and its cable channel Univision Deportes
5. beIN Sports
6. GoITV
7. Turner

7.6 News Access Legislation

There are no laws specifically governing the manner in which non-rights holders of sporting events held in Canada, Mexico, or the United States may show recorded video and audio excerpts of actions occurring during the course of those events. However, there is legal precedent – including a court action in the United States in 1981 – that is used to reinforce an industry-wide convention still in place today, in which each exclusive domestic rights holder of a major sports event (occurring anywhere in the world) issues its own guidelines identifying permissible and

non-permissible uses by other competing organizations of the footage that will be aired by that television entity within programming related to that sports event.

The terms and conditions imposed by the exclusive rights holders may vary subtly due to the specifics of the sports event in question. Typically, the permissible “news access” to exclusive sports video and audio coverage of an event is limited to a total of two minutes of highlights of that day’s event and those highlights must be aired only in a regularly-scheduled news or sports news program that occurs after the conclusion of

the day's live event and within 24 hours of the conclusion of the day's event. Under no circumstances under this mutually-accepted practice could a non-rights holder create a program solely based on these highlights for its own commercial benefit. More importantly, event organizers and rights holders clearly have the ability, should they desire, to bar non-rights holders or spectators from bringing video recording devices into the venues of sports events in order to make enforcing their permissible news access guidelines easier.

The United Bid is committed to working with FIFA to develop a continent-wide policy to support and protect the broadcast of the 2026 FIFA World Cup™ in accordance with this precedent. As needed, the United Bid will work with officials in the three Host Countries to develop specific legislation or regulatory practice to help further address specific issues.

7.7 A Description of the Media and Communications Landscape

North America boasts one of the world's most highly-developed media and communications landscapes, including fully digital wired and unwired infrastructure which enables near ubiquitous connection across the population, and a largely government-unrestricted private commercial marketplace that fuels an unparalleled amount of entertainment content, public information, and private dialogue across a myriad of media and communications platforms.

Despite its vast geographic area and widely separated population centers,

Canada's telecommunications and media landscape rivals that of nearly every industrialized nation.

- Currently, most Canadians now have both landline and wireless services. However, the number of homes opting for exclusively wireless communication has surpassed those still using landlines exclusively. More than 86% of Canadian households have at least one mobile phone account, and the majority of those homes have two or more.
- Canada has an extremely high percentage (96.5%) of households that receive television programming, due to the rapid growth of cable, satellite, and internet protocol TV connections which now service over 92% of Canadian homes. As a result, most Canadians can see well over 100 different programming channels, with content generated in both French and English.
- Nearly all Canadian households (94%) have access to broadband internet service, with younger Canadian adults spending more time weekly on the internet than watching conventional television. There are over 7.5 million active Twitter account users in Canada, and nearly 19 million Facebook subscribers.

Mexico has over 31.5 million households, with a relatively large number of persons per household (3.8) compared to Canada, the United States, and many western European nations, offering a more extensive reach for telecommunications than the numbers alone suggest.

- A large percentage of households in Mexico (31.3 million, representing over 99% of the population) have television service of some form. Roughly 50% of those homes receive 21 or fewer channels, while 14% of them receive 78 channels or more. Half of Mexican television households have a monthly subscription to a paid television service delivered either via cable or satellite.
- While Mexico has just 12.3 million – less than 50% – homes with telephone landline connections – with mobile phone usage in the country nearly ubiquitous and serving as the primary form of personal voice communication. Of the nation’s roughly 90 million people over the age of 14, some 86.3 million possess mobile phones and 70% of those are smart phones, permitting connection with the internet.
- More Mexicans use smart phones to connect with the internet than home-based devices, as only 15.6 million Mexican households have internet service – resulting in heavy social media usage, with 80 million Facebook accounts and between 25 and 30 million Twitter accounts.
- There are 118.4 million television households in the United States, with the majority receiving both “over-the-air” network affiliate station signals and cable programming network signals, via wired cable or national satellite providers. The average number of program channels that a typical home receives is now 205.
- 97% of Americans regularly use the internet and, as a population, they are remarkably heavy users of social media. The 214 million Facebook accounts in the United States alone represent almost 12% of the 1.8 billion Facebook accounts worldwide (thus nearly three times the per capita rate of the remainder of the world). There are also 69 million active Twitter accounts in the United States.

The United States has a population greater than 330 million people, and one of the most far reaching, comprehensive telecommunications networks anywhere on the planet.

- 95% of all residents 18 years and older have mobile phone accounts and 77% have smart phones that permit internet access. American consumers look at their devices more than 9 billion times a day.

The size and sophistication of the market continue to push new innovation and investment in core infrastructure, and to expand and improve the telecommunications networks available in North America. Of note, 5G networks – allowing more speed, greater efficiency, and less latency – are now being developed in parts of all three nations, with full penetration expected in the decade ahead. These advances will continue to offer opportunities to FIFA, its broadcast partners, and consumers across all three Host Countries and around the world.



Technical Matters

- 8 Stadiums
- 9 Team and Referee Facilities
- 10 Accommodation and FIFA HQ
- 11 Airports
- 12 Transport Infrastructure and General Mobility
- 13 IT&T and IBC
- 14 Safety and Security

Canada, Mexico, and the United States have joined together to deliver a United Bid that offers FIFA the power of Unity, the promise of Certainty, and the potential of extraordinary Opportunity – for the EVENT, the GAME, the FANS, and the WORLD.

PROPOSED MATCH SCHEDULE

	Group Matches										Round of 32							Round of 16				Quarter Finals		Semi Finals		3rd & Final									
	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Day 15	Day 16	Day 17	Day 18	Day 19	Day 20	Day 21	Day 22	Day 23	Day 24	Day 25	Day 26	Day 27	Day 28	Day 29	Day 30	Day 31	Day 32	Day 33	Day 34	
CAN1	A1 A2			J1 J2								L1 L1							W49 W50																
CAN2			F1 F2					K2 K3						1A 2B																					
CAN3							G2 G3			A3 A1						1K 2L																			
MEX1	E1 E2			M1 M2							H3 H1									W53 W54															
MEX2								I1 I2			E3 E1			1B 2A																					
MEX3					N1 N2	D2 D3			M2 M3							1E 2F																			
US1		B1 B2									F3 F1			M3 M1							W57 W58													W77 W78	
US2	I1 I3			L1 L2					N2 N3												W61 W62						W65 W66								
US3		C1 C2			A2 A3			L2 L3				J3 J1				1G 2H																			W77 W78
US4						E2 E3				P2 P3				O3 O1																					W77 W78
US5			G1 G2				H2 H5				C1 C2			N3 N1														W69 W70							
US6				K1 K2							F2 F3			B3 B1														W71 W72							
US7			H1 H2								C2 C1																								
US8					P1 P2			J2 J3				G3 G1																							W73 W74
US9		D1 D2				B2 B3			O2 O3				K3 K1																						
US10					O1 O2					D3 D1				P3 P1																					W75 W76

A A1 A2 A3	B B1 B2 B3	C C1 C2	D D1 D2 D3	E E1 E2 E3	F F1 F2 F3	G G1 G2 G3	H H1 H2 H3	I I1 I2 I3	J J1 J2 J3	K K1 K2 K3	L L1 L2 L3	M M1 M2 M3	N N1 N2 N3	O O1 O2 O3	P P1 P2 P3
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Proposed Match Schedule

	Group Matches										Round of 32							Round of 16				Quarter Finals			Semi Finals		3rd & Final								
	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10	Day 11	Day 12	Day 13	Day 14	Day 15	Day 16	Day 17	Day 18	Day 19	Day 20	Day 21	Day 22	Day 23	Day 24	Day 25	Day 26	Day 27	Day 28	Day 29	Day 30	Day 31	Day 32	Day 33	Day 34	
CAN1	A1 A2			J1 J2															W49 W50																
CAN2			F1 F2																																
CAN3																																			
MEX1	E1 E2																																		
MEX2																																			
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A A1 A2 A3	B B1 B2 B3	C C1 C2 C3	D D1 D2 D3	E E1 E2 E3	F F1 F2 F3	G G1 G2 G3	H H1 H2 H3	I I1 I2 I3	J J1 J2 J3	K K1 K2 K3	L L1 L2 L3	M M1 M2 M3	N N1 N2 N3	O O1 O2 O3	P P1 P2 P3
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As the first Competition with 48 teams, the 2026 FIFA World Cup™ will introduce a series of scheduling challenges that are different than previous tournaments.

The new format, with 16 groups, each with three teams, and a new Round of 32, will result in quite a different match schedule. The most significant changes concern the Group Stage of the Competition, where the first and last teams begin competition nine days apart. Additionally, the number of rest days for the teams between Group Stage and the Round of 32 matches will be different. Regardless of those challenges, the United Bid kept to the traditional consideration for a FIFA World Cup™ match schedule, including each team having an equal number of rest days, where possible, sufficient rest days for the pitches to recuperate, and more.

The United Bid also took into consideration several additional factors including the balance of matches between the different Candidate Host Cities and the capacities of the stadiums, the regional distributions, and other competitive considerations.

NOTE: We have not included kick-off times; with four-time zones and different climate zones to consider, kick-off times shall be allocated to the respective matches once the final selection of Host Cities has been made.

Taking into consideration the regional distribution and the distances between venues, the United Bid prioritized regional clusters for teams and groups. In order to achieve this while maintaining all other match schedule considerations, the United Bid, together with a consultant, has developed a software that is able to generate match

Proposed Match Schedule

schedules according to pre-determined criteria. The software includes special algorithms that calculate the shortest travel distance for the teams from one match to the other. By reducing travel distances for players, staff, and fans the schedule also results in a considerable reduction of the carbon footprint of the Competition.

The pre-determined criteria selected by the United Bid committee, while developing the below match schedule, were the following:

- Minimum 3 days rest for teams between matches – the only exception being the Match for third place
- Same amount of rest days for teams playing each other – exception being the Group Stage and the Round of 32 as well as the Final and the Match for third place
- The United Bid Committee proposes to host seven Group Stage matches, two Round of 32 matches and one Round of 16 match in Canada and Mexico, respectively
- Applying the requirement established in 2010 that the Host plays in the Opening Match, for a “United” start to the Competition, the United Bid proposes to host opening matches in each of the three Host Countries with the main Opening Match being in Mexico City or Los Angeles. With the FIFA World Cup™ Final having been held in Mexico City in 1970 and 1986, and in Los Angeles in 1994, these two options comfortably provide wonderful football history for the FIFA Congress and Opening Match.

- Minimum 2 days between matches played in any stadium to allow time for recovery of the grass
- General flow from West to East for the Knockout matches
- As a Final Venue the United Bid Committee proposes New York/New Jersey, with MetLife Stadium having a capacity of 84,953, the airports having connections to over 181 countries, and offering over 100,000 high quality (3, 4 or 5-star) hotel beds
- Considering geographic location, travel distances, and stadium capacity, the United Bid also proposes to hold the two Semifinals in Atlanta and Dallas
- Balance of matches – no stadium to host more than 7 matches

As a result of the above pre-determined conditions, the match schedule tool produced the proposed schedule that includes some elements on regional clustering, as well as an underlying “movement” of the Competition matches from West to East as the tournament progresses, and a total travel distance of 66,540 km for teams and fans assuming they go from venue to venue. This distance obviously does not account for teams going back to their Base Camp.

8

STADIUMS



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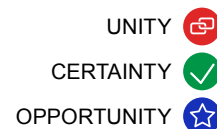
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8 Stadiums



8 Introduction to Stadiums



We envision the 2026 FIFA World Cup™ staged across 16 already existing world-class stadiums. We have agreed to host ten matches in Canada, ten in Mexico, and 60 in the United States, including seven Group Stage matches, two Round of 32 matches, and one Round of 16 matches in Canada and Mexico.

We are submitting 23 stadiums as part of our hosting strategy to provide FIFA with maximum choice and flexibility.

8.1 United Bid Approach to Stadiums

The United Bid offers a network of modern stadiums and facilities capable of hosting the 1st ever 48-team FIFA World Cup™ without the need for new construction or major investment. All our proposed stadiums are already built and operating, with an average seating capacity greater than 68,000, and confirmed uses after the Competition has ended, as requested by FIFA in the bidding requirements.

The stadiums we have submitted from across Canada, Mexico, and the United States represent some of the most advanced sports and entertainment facilities available anywhere in the world, each operating daily, housing primary tenants, and hosting major events. Our stadiums deliver luxurious amenities and unrivaled hospitality opportunities, from exclusive club seating, to generous amounts of private luxury suites and premium club space – all ideally designed to

Quick Facts

Total Combined Capacity of Proposed Stadiums	1,662,268
Average Seating Capacity of Proposed Stadiums	69,261
Number of Fully Covered Stadiums	5
Total Number of Luxury Suites Available	3,757
Gross Luxury Suite Capacity in Proposed Stadiums	76,317
Gross Premium and Club Seats Available	163,316

host FIFA leaders and guests, international dignitaries, and the premium ticket buyer.

Each of our stadiums already delivers top-class architecture and technology to ensure the highest level of security, hospitality, media services, and sustainability, along with a fan-centric atmosphere. They are also continuously improved and upgraded to feature the latest technology and most advanced capabilities, and are leading the way in the use of data, apps, beacons, and other digital innovation to further elevate fan experiences, while attaining enhanced environmental and other sustainability-related standards.

Each of our stadiums is supported by broad spectator transportation systems. Many of the stadium sites are within walking distance from the city center, reducing both the amount of individual car traffic and the need for public transportation. Suburban stadiums are often served by light rail metro lines or similar transit infrastructure, to ensure safe, efficient, and seamless travel to the venue.

All our stadiums have been designed to promote the spectator experience, and all are ideally suited to showcase the world's game and to host football fans from all over the globe. Our stadiums are already considered cultural attractions in their cities, and their status will only be enhanced through the hosting of 2026 FIFA World Cup™ games.

By original design and further innovative renovations, each stadium offers an array of spectator amenities and provide maximum consideration to the safety of all visitors, accessibility for people with disabilities, (including wheelchair positions with unobstructed views, and safe, comfortable access), and the optimal number of concession stands and restroom facilities to enhance the spectator experience and meet FIFA requirements and standards.

Finally, as part of their participation in the United Bid, the leadership teams behind our stadiums are working in partnership to identify, explore, and implement new innovative stadium experience opportunities. The 2026 FIFA World Cup™ in North America will deliver an extraordinary viewing experience. More importantly, with our network of stadiums already built and operating, the United Bid will focus on enhancing the fan experience inside and beyond the stadium, ensuring a legacy for the 2026 FIFA World Cup™ that benefits future organizers, and the entire global football community.

8.2 Stadium Strategy

The United Bid offers FIFA 23 qualified stadiums – more than the required number – and all are ready to compete to offer the best possible experience for players and officials, fans, partners, media, and other stakeholders, giving FIFA maximum flexibility and leverage. The United Bid will work with FIFA to select the final 16 stadiums for the Competition.

Stadiums of the 2026 FIFA World Cup™ Bid

City	FIFA World Cup™ Gross Capacity
Atlanta (Mercedes-Benz Stadium)	75,000
Baltimore (M&T Bank Stadium)	70,976
Boston (Gillette Stadium)	70,000
Cincinnati (Paul Brown Stadium)	67,402
Dallas (AT&T Stadium)	92,967
Denver (Mile High Stadium)	77,595
Edmonton (Commonwealth Stadium)	56,418
Guadalajara (Estadio Akron)	48,071
Houston (NRG Stadium)	72,220
Kansas City (Arrowhead Stadium)	76,640
Los Angeles (Rose Bowl)*	88,432
Mexico City (Azteca Stadium)	87,523
Miami (Hard Rock Stadium)	67,518
Monterrey (BBVA Bancomer Stadium)	53,460
Montréal (Olympic Stadium)	55,822
Nashville (Nissan Stadium)	69,722
New York/New Jersey (MetLife Stadium)	87,157
Orlando (Camping World Stadium)	65,000
Philadelphia (Lincoln Financial Field)	69,328
San Francisco Bay Area (Levi's Stadium)	70,909
Seattle (CenturyLink Field)	69,000
Toronto (BMO Field)	45,500
Washington, DC (FedEx Field)	70,659

STADIUMS



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8 Stadiums



Mercedes-Benz Stadium, completed and opened in 2017, is designed to create the ultimate live-game experience, boasting several unique architectural features and some of the most fan-friendly accommodation in all of professional sports.

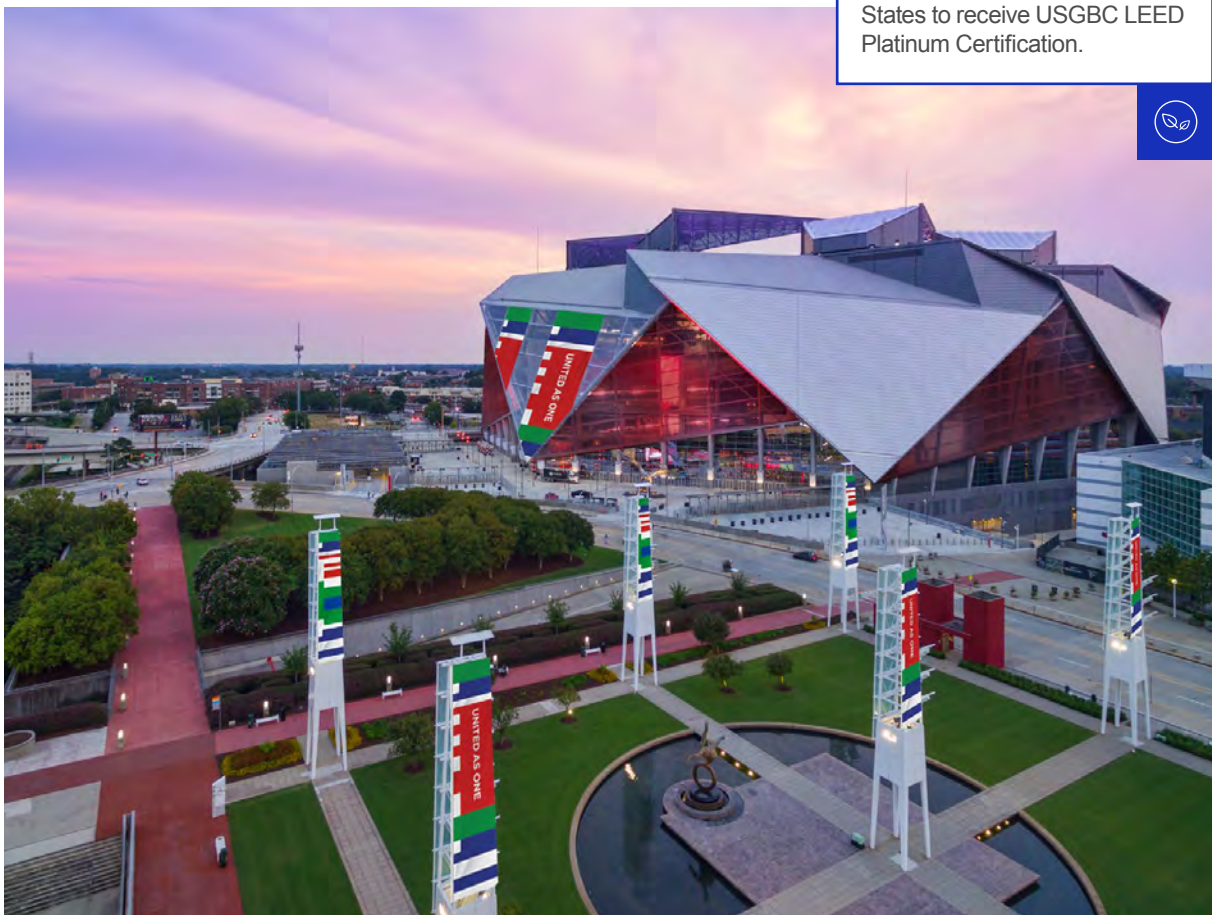
The stadium regularly welcomes 75,000 fans to the most extraordinary visual experience of any stadium in the world. The Video Halo Board is the largest video board in professional sports, wrapping 360 degrees around and measuring 18 m tall, with over 19,000 m² of screen to view live action, highlights, and iso-cameras. There are more video displays than any stadium in the world, with more than 2,000 TV screens around the concourses and a state-of-the-art audio system so that fans will never miss any of the action. There are over 1,800 wireless access points, optimized cell service, and a mobile app designed to be a stadium remote

Year Constructed: **2017**
 Type of Stadium: **Existing**
 Main Use: **Multi-purpose**
 Legacy: **MLS, NFL**
 FIFA World Cup™
 Gross Capacity: **75,000**
 Stage of Competition:
Semi-Final



ATLANTA

In 2017, Mercedes-Benz Stadium was the 1st stadium in the United States to receive USGBC LEED Platinum Certification.



control. The LED-wrapped main column also provides game highlights, covering 620 m² and standing 30 m high.

With 7,500 club seats and more than 9,000 m² of space dedicated to climate-controlled club and premium areas, Mercedes-Benz Stadium sets new standards for luxury, comfort, and convenience at every event. It also offers a variety of suite options, including a number uniquely located at field level, designed to offer first-class amenities and personal service. The Front Porch is a 5,700 m² outdoor fan plaza where ticketed guests can enjoy live entertainment, food, and beverages before, during, and after the event.

The state-of-the-art stadium is home to the Atlanta Falcons (NFL) and Atlanta United FC (MLS), whose average attendance of 48,200 is the highest in the league. The stadium has quickly become the top special event facility in the United States and is set to host the College American Football Playoff National Championship, the NFL Super Bowl LIII, and NCAA Men's Final Four basketball tournament in the coming years, as well as countless non-sporting and music events, including Ed Sheeran and Taylor Swift's North American stadium tours. It is also the venue for the 2018 Green Sports Alliance Summit, convening the green sports movement in the backdrop of sports most environmentally advanced stadium.



General Stadium Information

Stadium Name	Mercedes-Benz Stadium
Location	1 AMB Drive NW, Atlanta, GA 30313, USA
Candidate Host City Name	Atlanta, Georgia
Year Constructed	2017
Stadium Owner	Atlanta Falcons Stadium Company, LLC
Stadium Operator	Atlanta Falcons Stadium Company, LLC
Primary Tenant	Atlanta United FC (MLS) and Atlanta Falcons (NFL)
Average Match Attendance for Primary Tenant	70,425

Stadium Capacity

Gross Capacity	75,000
Luxury Suite Quantity	190
Luxury Suite Capacity	3,800
Club Seats	7,600
Less Seat Kills (VIP and Media Tribune)	9,915
Forecasted FIFA World Cup™ Capacity	65,085

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	122 m x 79 m
Current Type of Pitch	Artificial turf
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	8-10MW
Number Grid Lines Feeding the Stadium	One grid
Existing Floodlight Lux	3,300 lux
Giant Screens in the Stadium (Inside/Outside)	Three (inside)

Accessibility

Number of Seats for Mobility Impaired	718 seats
Number of Men's Toilets	730 toilets
Number of Women's Toilets	811 toilets
Number of Accessible Toilets	Meets accessibility code requirements

2026 FIFA World Cup™ Stadium Baltimore M&T Bank Stadium

M&T Bank Stadium, home of the Baltimore Ravens (NFL), is located in the heart of downtown Baltimore, making it an excellent location for locals and travelers alike to visit unique and historic tourist attractions one can only find in the Charm City.

The stadium is known for its wide spectator concourses on three levels with 42 stadium entry points, 535 points of sale for food and beverage spread over 45 concession areas, and 29 merchandise kiosks. In addition, the facility is linked to the Baltimore Light Rail network, has two commuter line stations on the complex property, and is connected to 22.5 km of bicycle and pedestrian friendly pathways, making it one of the most accessible stadiums by public transport in the United States.

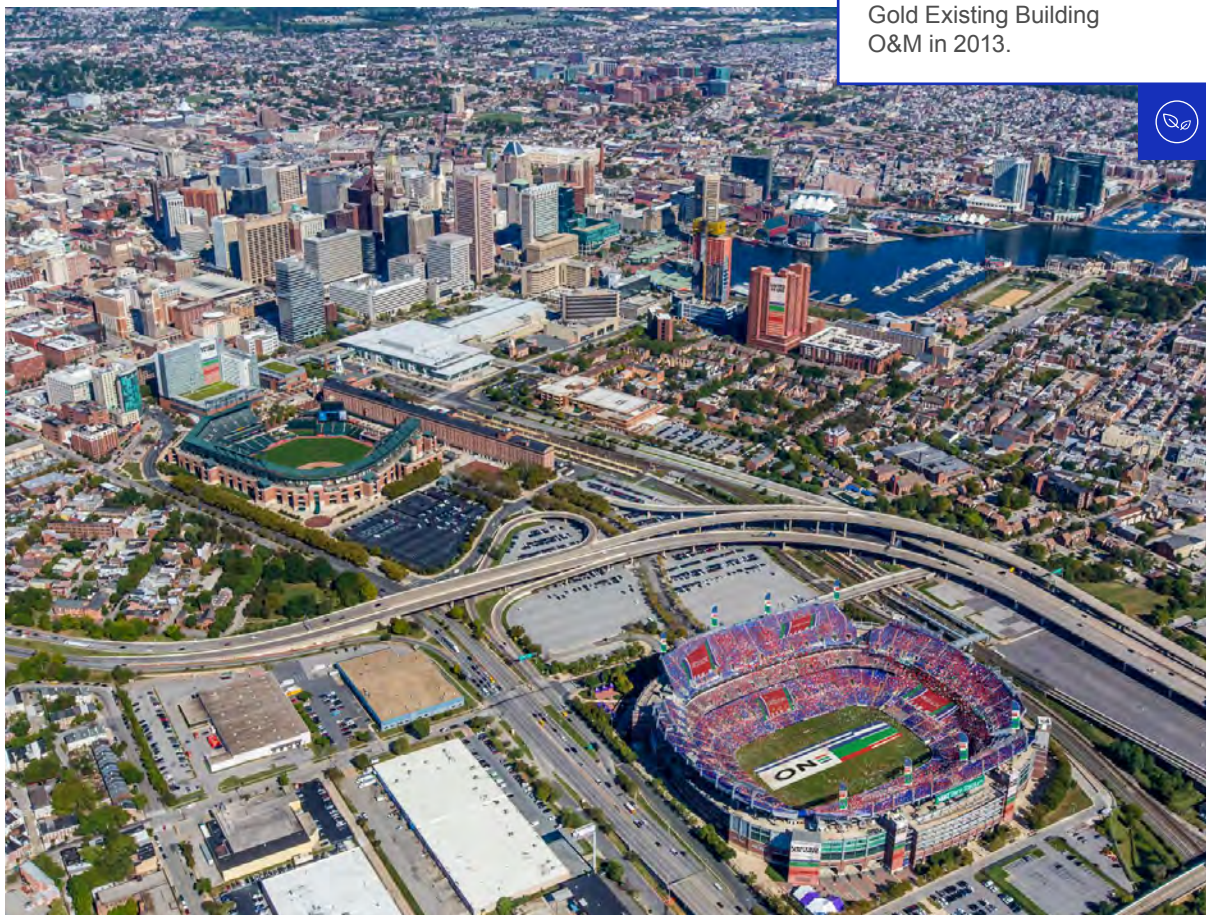
Completed in 1998, the stadium has a 70,976 seating capacity, including 128 suites and 8,196 club seats.

Year Constructed:	1998
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	70,976
Stage of Competition:	QF/3rd



BALTIMORE

M&T Stadium received USGBC LEED Certified Gold Existing Building O&M in 2013.



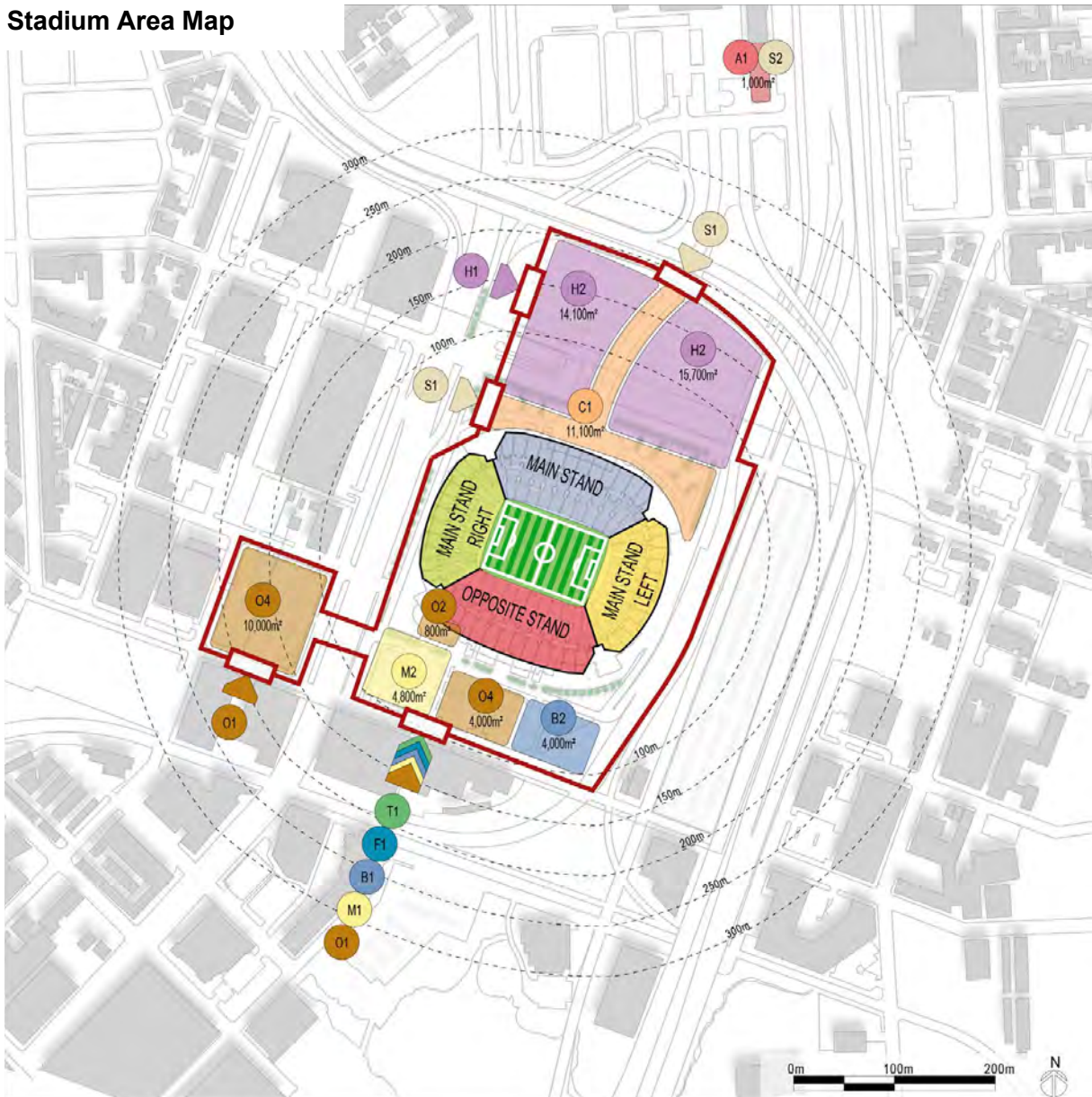
M&T Bank Stadium has recently completed technological enhancements, including stunning high-definition LED video screens, a new high-density WiFi network, and state-of-the-art concourse designs. Also, as part of recent renovations, the pitch at M&T Bank Stadium was returned to natural grass for the 2016 season.


In November of 2013, the tenants, the Baltimore Ravens, in partnership with the owners Maryland Stadium Authority, earned a LEED-certified Gold designation for M&T Bank Stadium from the U.S. Green Building Council, becoming the 1st existing outdoor professional sports facility in the United States – including all NFL and Major League Baseball stadiums – to receive the USGBC's LEED Gold rating.


In addition to hosting NFL regular season and playoff games, M&T Bank Stadium has hosted a variety of special events including the inaugural World Football Challenge in 2009, where a record 71,203 spectators watched Carlo Ancelotti's Chelsea FC take on Ronaldinho's AC Milan, as well as the CONCACAF Gold Cup Quarterfinals (2013 and 2015), college American football Big Ten matches, Army vs. Navy American football games, and NCAA Division I Men's Lacrosse Championships.



Stadium Area Map



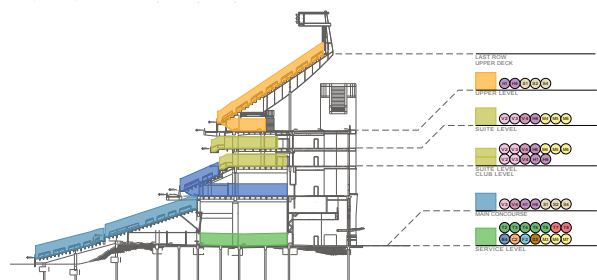
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	M&T Bank Stadium
Location	1101 Russell St, Baltimore, MD 21230, USA
Candidate Host City Name	Baltimore, Maryland
Year Constructed	1998
Stadium Owner	State of Maryland; Maryland Stadium Authority
Stadium Operator	Maryland Stadium Authority
Primary Tenant	Baltimore Ravens (NFL)
Average Match Attendance for Primary Tenant	70,000

Stadium Capacity

Gross Capacity	70,976
Luxury Suite Quantity	128
Luxury Suite Capacity	2,904
Club Seats	8,169
Less Seat Kills (VIP and Media Tribune)	7,287
Forecasted FIFA World Cup™ Capacity	63,689

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	117 m x 70 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	27,435.5 kVA
Number Grid Lines Feeding the Stadium	Four grids
Existing Floodlight Lux	2,034 lux
Giant Screens in the Stadium (Inside/Outside)	12 (inside)

Accessibility

Number of Seats for Mobility Impaired	673 seats
Number of Men's Toilets	394 toilets
Number of Women's Toilets	446 toilets
Number of Accessible Toilets	110 toilets

2026 FIFA World Cup™ Stadium Boston Gillette Stadium

Gillette Stadium, located in the Boston suburb of Foxborough, Massachusetts, is the largest and newest outdoor sporting arena in the six-state New England region. The stadium's distinguishing architectural features include its designated "front door" entrance route overlooked by a lighthouse and bridge, reflecting the coastal heritage of the region.

The state-of-the-art stadium has a potential gross capacity of 70,000, with every seat angled toward the center circle. Overlooking the pitch is a large high-definition video screen that measures 52.7 m by 12.6 m. The stadium features more than 6,000 premium seats and has 88 luxury suites ranging in size from 75 to 260 m². In 2016, the stadium networks were fully upgraded to make it one of the most connected and WiFi

Year Constructed:	2000
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	MLS, NFL
FIFA World Cup™	
Gross Capacity:	70,000
Stage of Competition:	Semi-Final



BOSTON

Gillette Stadium received the Certificate of Achievement from the United States Environmental Protection Agency 2016 and 2017.



accessible stadiums in the United States. Currently, the stadium is the process of modernizing and updating all its general admission concession and food outlets.

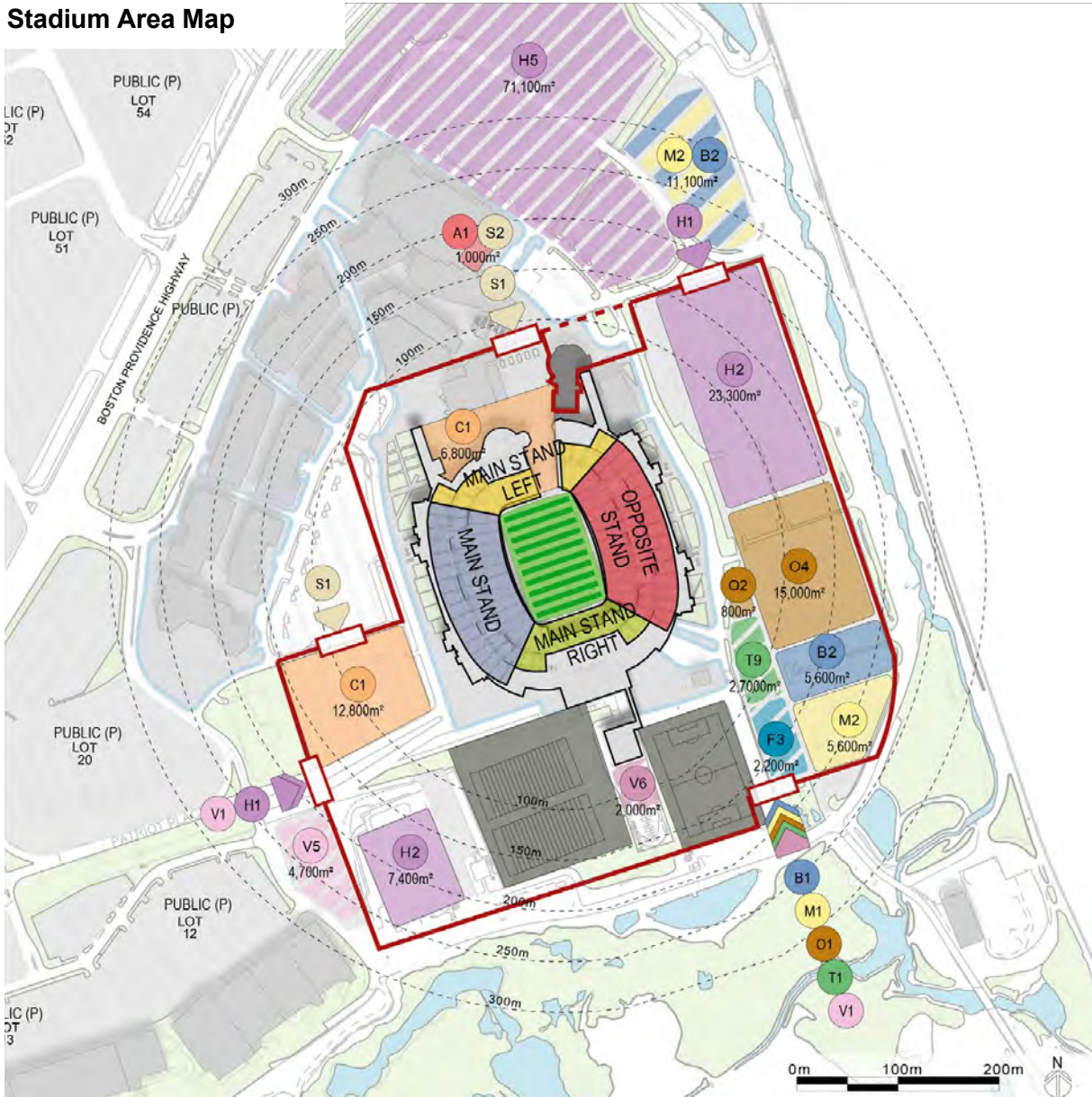
Since its completion in 2002, Gillette Stadium has been the home of the New England Revolution (MLS) and the New England Patriots (NFL) and has hosted more than 150 MLS and international football matches.


The stadium (along with its predecessor Foxboro Stadium) has played host to a multitude of important international football competitions including the FIFA Men's World


Cup 1994™, the FIFA Women's World Cups™ 1999 and 2003, the 2016 Copa America Centenario, the 2003, 2005, 2007, 2009 and 2015 CONCACAF Gold Cups, as well as numerous FIFA World Cup™ Qualifiers and international and club friendlies. In addition to major sporting events, the stadium has hosted more than 50 world-class concerts, including U2, the Rolling Stones, Elton John, Bruce Springsteen, and Metallica. It has also held unique events such as an address by His Holiness, The Dalai Lama in May 2009.



Stadium Area Map



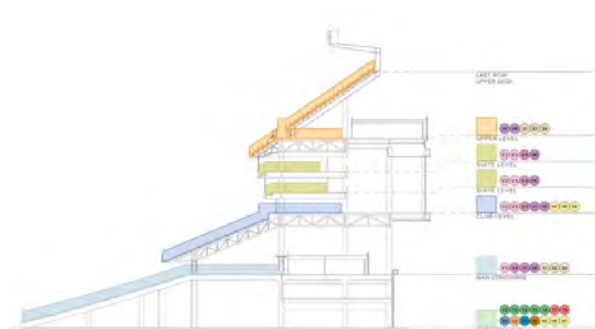
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Gillette Stadium
Location	1 Patriot Place, Foxborough, MA 02035, USA
Candidate Host City Name	Boston, Massachusetts
Year Constructed	2002
Stadium Owner	Robert Kraft, NPS LLC
Stadium Operator	NPS LLC and The Kraft Group
Primary Tenant	New England Revolution (MLS); New England Patriots (NFL)
Average Match Attendance for Primary Tenant	65,000

Stadium Capacity

Gross Capacity	70,000
Luxury Suite Quantity	82
Luxury Suite Capacity	2,000
Club Seats	5,876
Less Seat Kills (VIP and Media Tribune)	9,563
Forecasted FIFA World Cup™ Capacity	60,335

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	118 m x 74 m
Current Type of Pitch	Hybrid
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	10,000 kVA
Number Grid Lines Feeding the Stadium	Two express feeds from National Grid
Existing Floodlight Lux	2,885 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside)

Accessibility

Number of Seats for Mobility Impaired	644 seats
Number of Men's Toilets	556 toilets
Number of Women's Toilets	390 toilets
Number of Accessible Toilets	92 toilets

2026 FIFA World Cup™ Stadium Cincinnati Paul Brown Stadium

Opened in 2000, Paul Brown Stadium seats 67,402 people and is the home of the Cincinnati Bengals (NFL). It lets fans enjoy an open-air sport stadium environment on the banks of the Ohio River, set in 22 acres of parkland, which includes three natural grass practice pitches. With an impressive architectural design, the stadium is credited as the 3rd most popular sporting venue in the US.

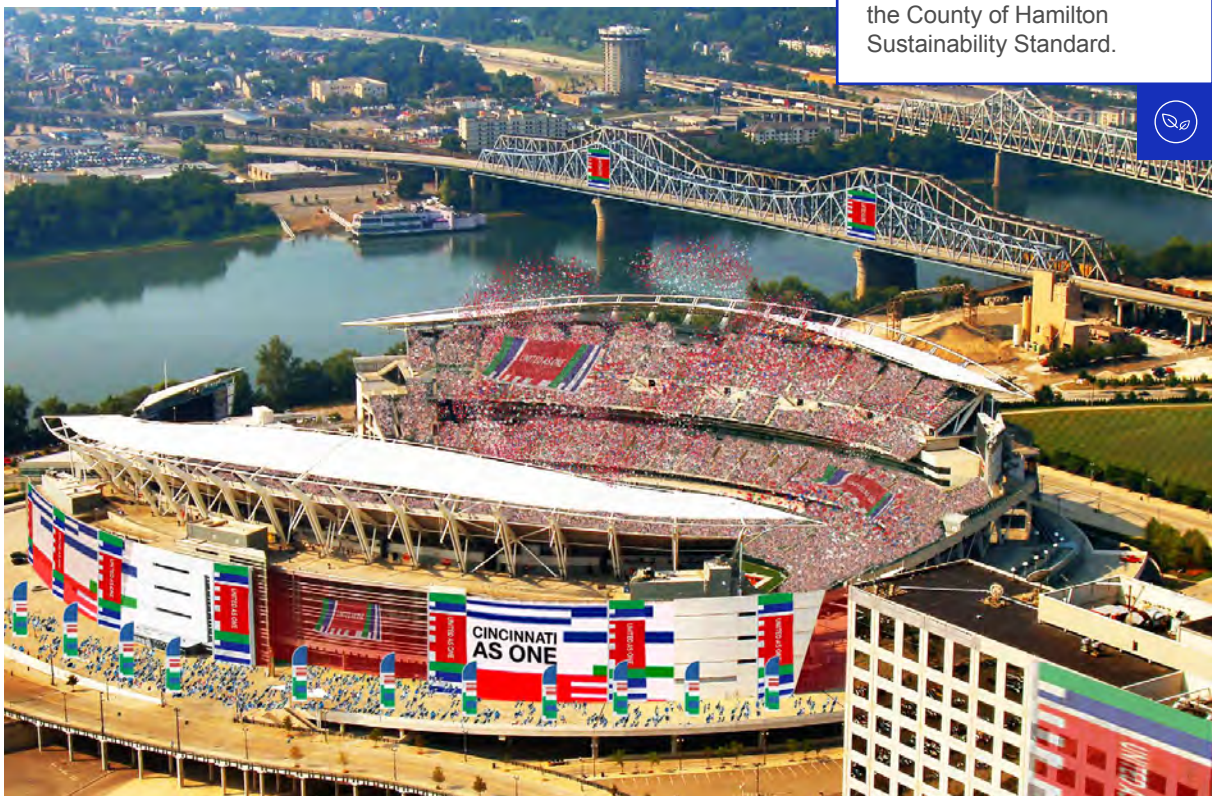
Located adjacent to Cincinnati's Central Business District, Paul Brown Stadium is part of a revitalized sports and entertainment district along the riverfront. The stadium has regularly hosted several major college American football games in addition to the NFL schedule, including Ohio State University, the University of Kentucky, Miami University of Ohio, and the University of Cincinnati. The stadium annually hosts the Cincinnati Music Festival as well as numerous other concerts.

Year Constructed:	2000
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	67,402
Stage of Competition:	QF/3rd



CINCINNATI

Paul Brown Stadium has been recognized as meeting the County of Hamilton Sustainability Standard.

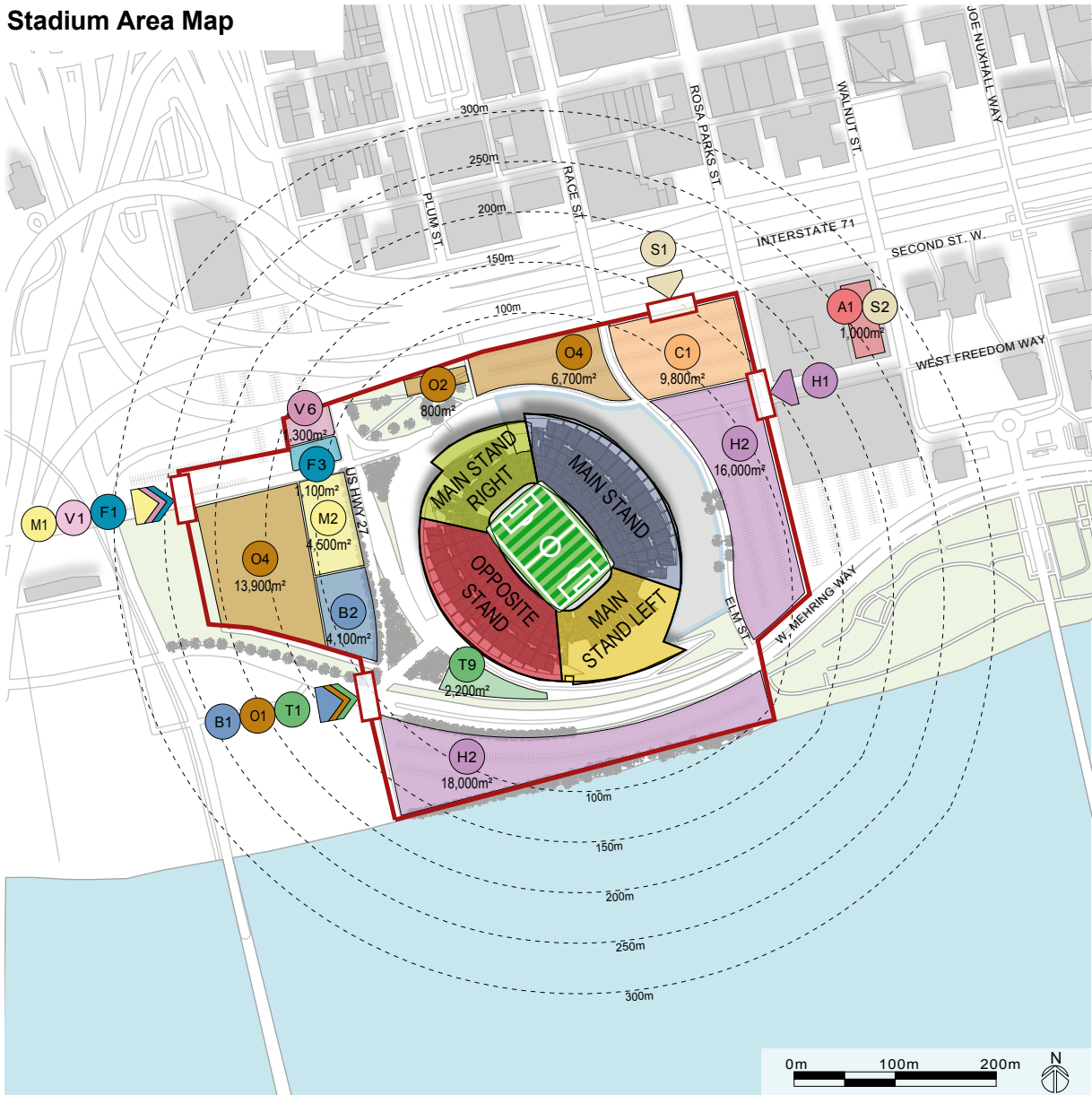


Seating at the stadium is spread over three tiers: Upper, Lower, and Club. It features premium seating for 7,945 club seats and 114 private suites, each of the suites featuring retractable glass windows, allowing fans the option to watch from inside with climate-controlled comfort or open, as part of the outside experience. Amenities include in-seat food and beverage service and access to the club lounges for fine dining options. On-site

retail merchandise sales are available in the Bengals Pro Shop, located on the plaza level on the north end of the stadium. There are 56 concession stands with 400 points of sale and eight stores as well, for fan convenience. Recent renovations to the facility have included new video and ribbon displays, a high-density state-of-the-art free WiFi system, hospitality area upgrades, and back of house improvements.



Stadium Area Map



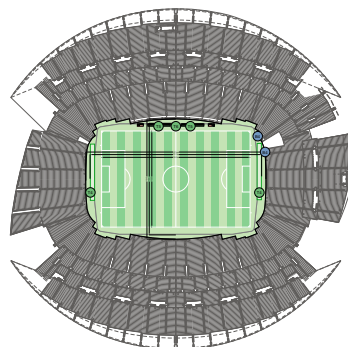
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Stadium Seating Bowl



Stadium Field Diagram



General Stadium Information

Stadium Name	Paul Brown Stadium
Location	One Paul Brown Stadium, Cincinnati, OH 45202, USA
Candidate Host City Name	Cincinnati, Ohio
Year Constructed	2000
Stadium Owner	County of Hamilton, Ohio
Stadium Operator	Paul Brown Stadium, Ltd
Primary Tenant	Cincinnati Bengals (NFL)
Average Match Attendance for Primary Tenant	60,000

Stadium Capacity

Gross Capacity	67,402
Luxury Suite Quantity	114
Luxury Suite Capacity	2,639
Club Seats	7,945
Less Seat Kills (VIP and Media Tribune)	7,108
Forecasted FIFA World Cup™ Capacity	60,294

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	113 m x 76 m
Current Type of Pitch	Artificial
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	Two 13.5 kV feeds
Number Grid Lines Feeding the Stadium	Two grids
Existing Floodlight Lux	1,345 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside); one (outside)

Accessibility

Number of Seats for Mobility Impaired	1,051 seats
Number of Men's Toilets	880 toilets
Number of Women's Toilets	867 toilets
Number of Accessible Toilets	88 toilets

Completed and opened in 2009, AT&T Stadium is one of the largest, most technologically advanced entertainment venues in the world. Located in suburban Arlington, AT&T Stadium is the anchor of a growing sports and entertainment district in the heart of the Metroplex.

Comprising over 275,000 m² of interior space, it is the largest column-free room in the world. The USD \$1.2 billion stadium features two monumental arches, which support an expansive retractable roof and the largest retractable end zone doors in the world. Beneath the roof, suspended 28 m above the pitch, is the world's largest HDTV video board cluster (measuring 55 m by 22 m).

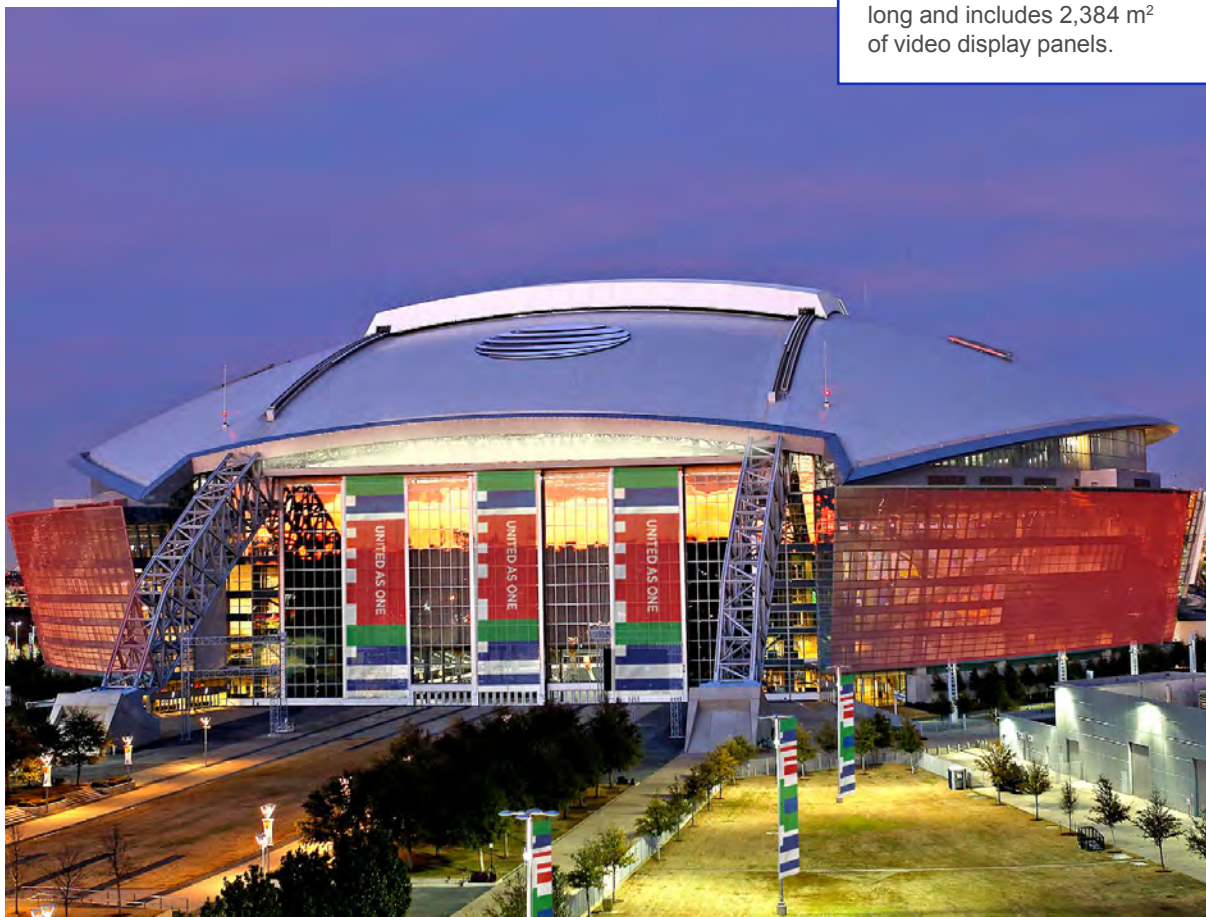
The stadium has an 92,967 capacity with the option to expand up to 100,000. It has over 300 luxury suites, ten premium clubs, and club seating on multiple levels of the stadium. The stadium is also home to a world-class collection

Year Constructed:	2009
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	92,967
Stage of Competition:	Semi-Final/Final



DALLAS

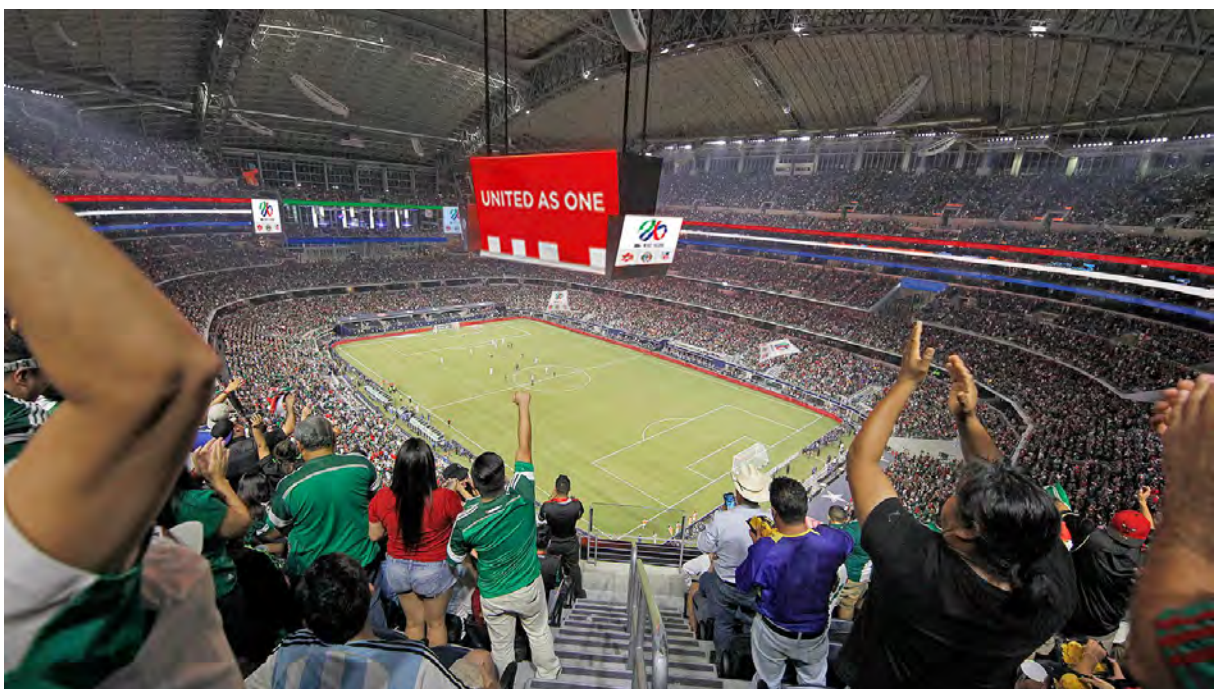
The center hung HDTV display board is over 48 m long and includes 2,384 m² of video display panels.



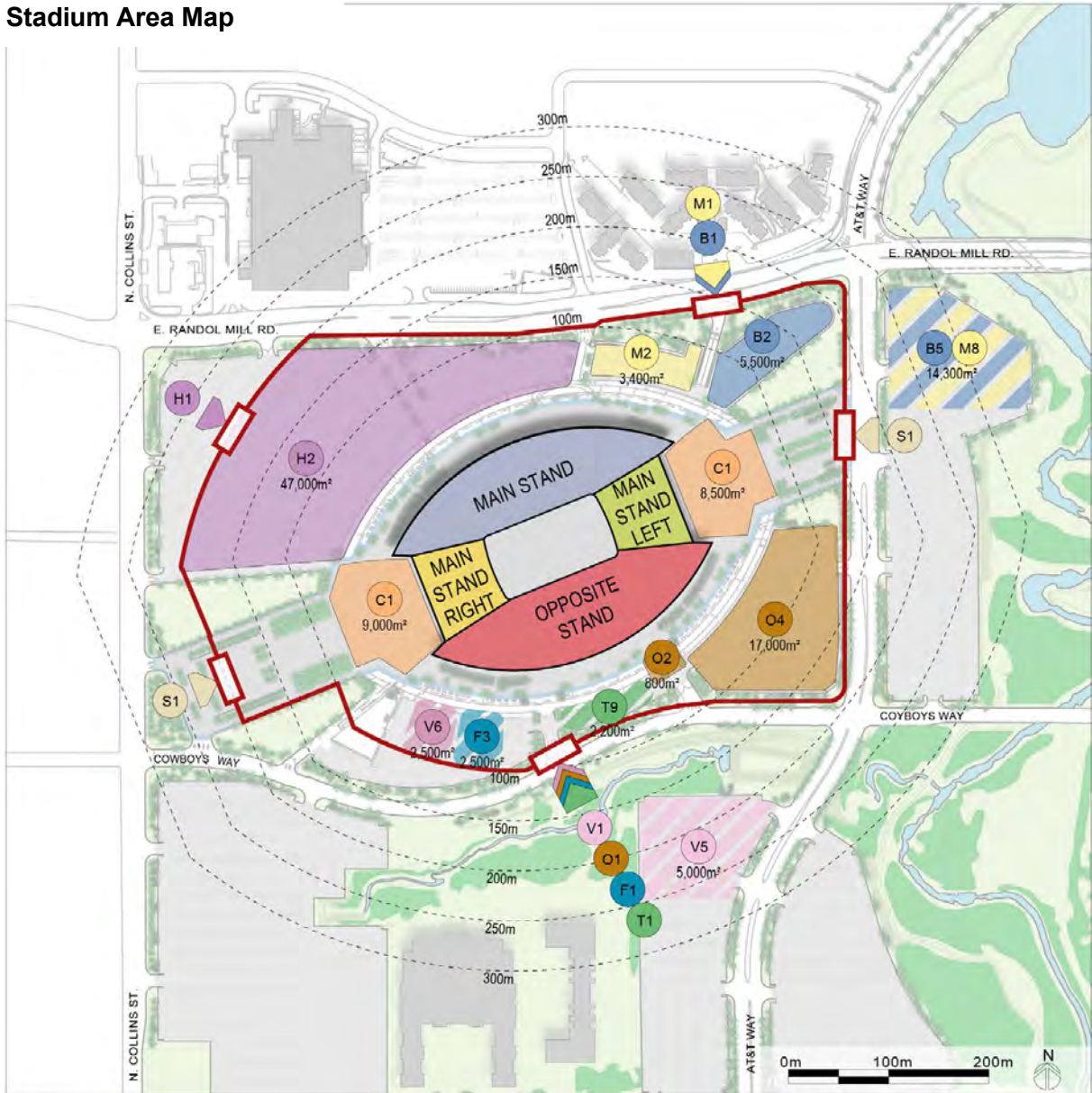
of contemporary art, made up of over 50 pieces from an international array of curated artists, displayed on the walls and in the grand public spaces of the venue.


The home of the Dallas Cowboys (NFL), the stadium hosts an average of 30 marquee events annually – from NFL, football, and motocross to monster trucks and concerts – and attracts close to two million visitors each year. It has also hosted Super Bowl XLV, the 2010 NBA-All Star Game, the 2014 NCAA


Men's Final Four, and the 2015 College Football Playoff Championship Game. In 2012, a record 84,516 fans saw Mexico beat Brazil 2-0 in a friendly match, and the stadium has also hosted of FC Barcelona, Club América, Chelsea FC, and numerous World Football Challenge and CONCACAF Gold Cup matches, including the 2011 opening matches and the 2013 Semifinals.



Stadium Area Map



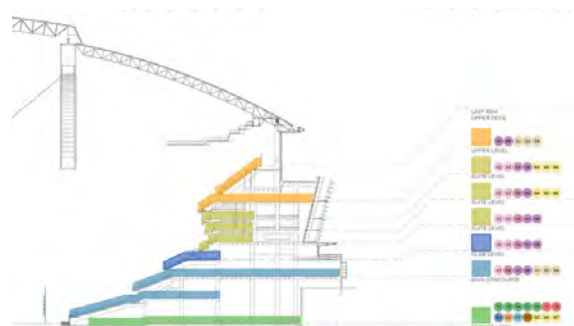
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	AT&T Stadium
Location	1 AT&T Way, Arlington, TX 76011, USA
Candidate Host City Name	Dallas, Texas
Year Constructed	2009
Stadium Owner	City of Arlington
Stadium Operator	Dallas Cowboys Football Club
Primary Tenant	Dallas Cowboys (NFL)
Average Match Attendance for Primary Tenant	85,000

Stadium Capacity

Gross Capacity	92,967
Luxury Suite Quantity	300
Luxury Suite Capacity	10,000
Club Seats	15,000
Less Seat Kills (VIP and Media Tribune)	12,552
Forecasted FIFA World Cup™ Capacity	80,415

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	124 m x 77 m
Current Type of Pitch	Artificial turf
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	25,000 kVA
Number Grid Lines Feeding the Stadium	Four lines from two independent substations
Existing Floodlight Lux	3,735 lux (75%)
Giant Screens in the Stadium (Inside/Outside)	Eight (inside); two (outside)

Accessibility

Number of Seats for Mobility Impaired	1,880
Number of Men's Toilets	758 toilets
Number of Women's Toilets	759 Toilets
Number of Accessible Toilets	189 toilets

2026 FIFA World Cup™ Stadium Denver Mile High Stadium

The home of the Denver Broncos (NFL), Mile High Stadium opened in 2001 and has sold out every NFL game since then. Located less than 2 km from the downtown business district, it is served by a dedicated light rail line with two stations. The stadium is built next to the South Platte River and offers spectacular views of the Rocky Mountains.

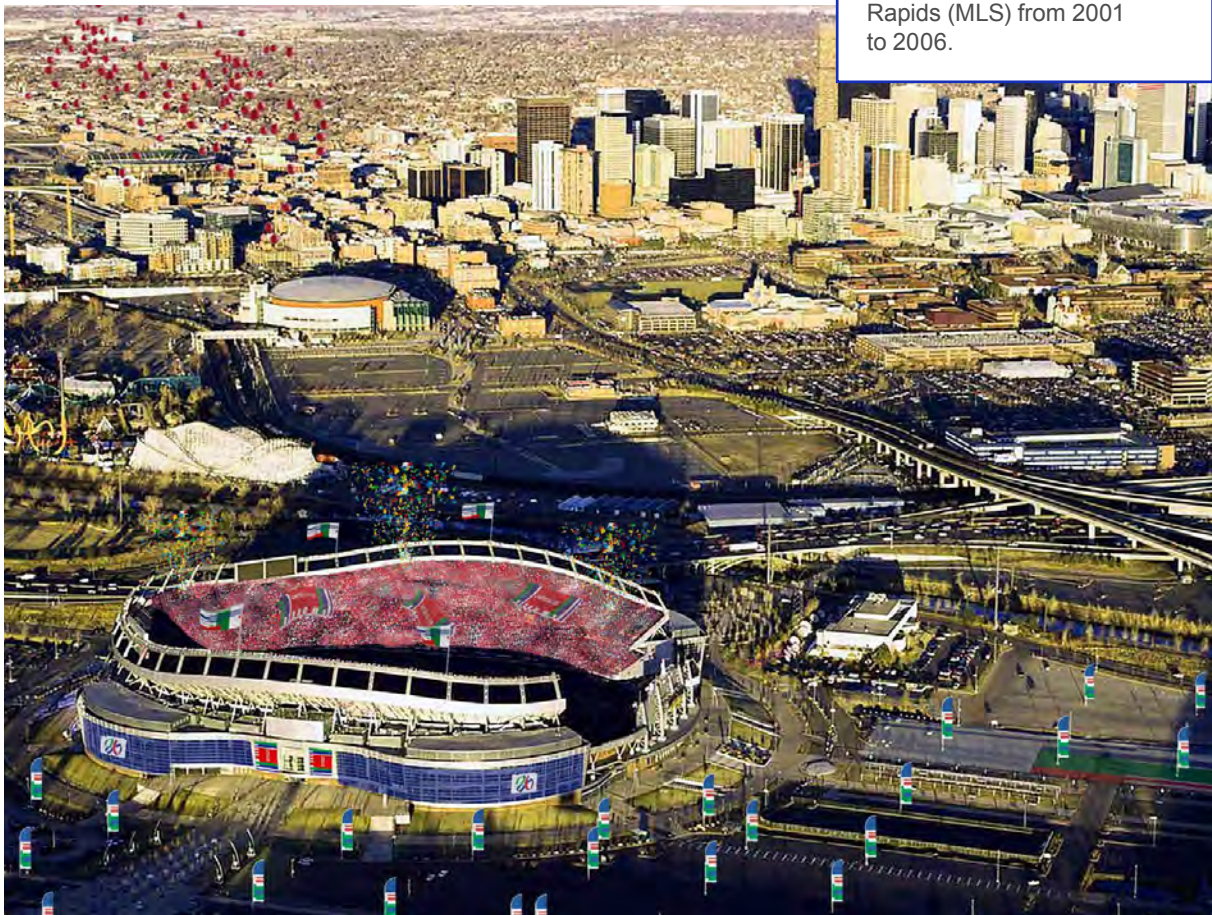
The stadium provides outstanding, unobstructed views for 77,595 fans on five different levels of seating, including 8,200 club seats and over 130 luxury suites. Navigating the 170,000 square meter stadium is easy with ten entrance gates, eight public elevators, and 16 escalators. The extensive team and support facilities, and the media and broadcast spaces, were designed specifically to accommodate the needs of world-class events and provide media and television broadcast partners with an ideal environment. As part of a recent

Year Constructed:	2001
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	77,595
Stage of Competition:	QF/3rd



DENVER

Home venue of the Colorado Rapids (MLS) from 2001 to 2006.

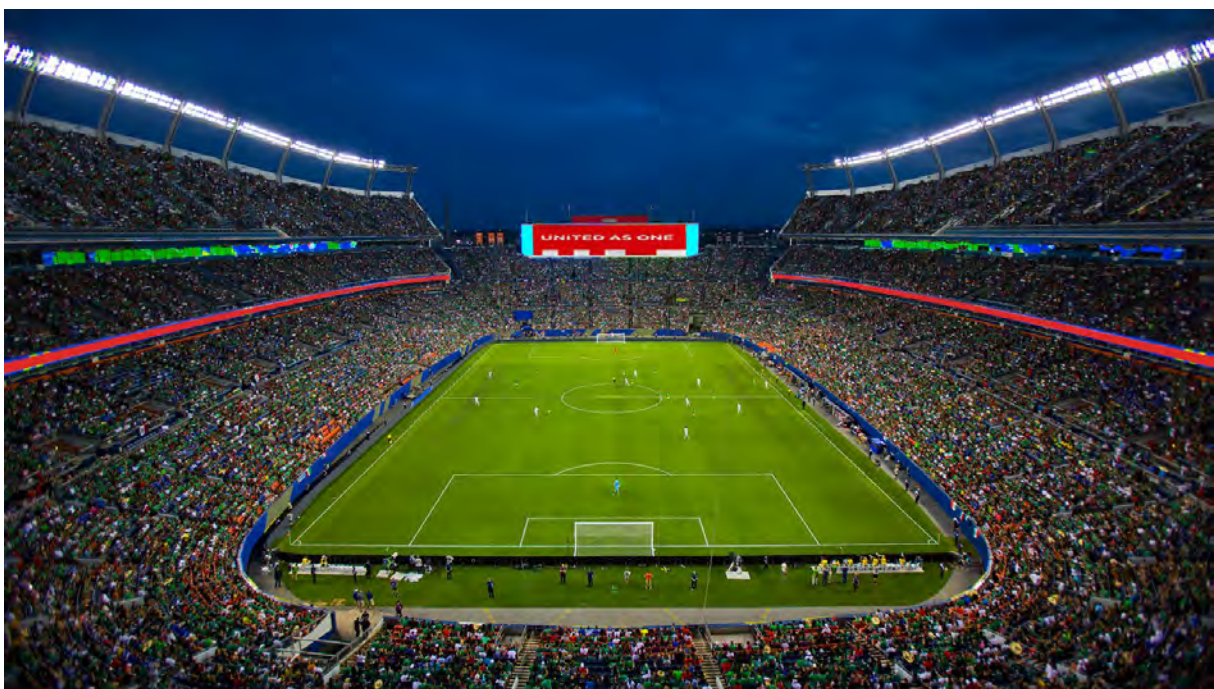


USD \$30 million renovation which included concourse improvements and audio visual enhancements, a new HD LED video board (measuring 68 m by 12 m) at the stadium's south end has been installed along with a 450 m LED ribbon display.

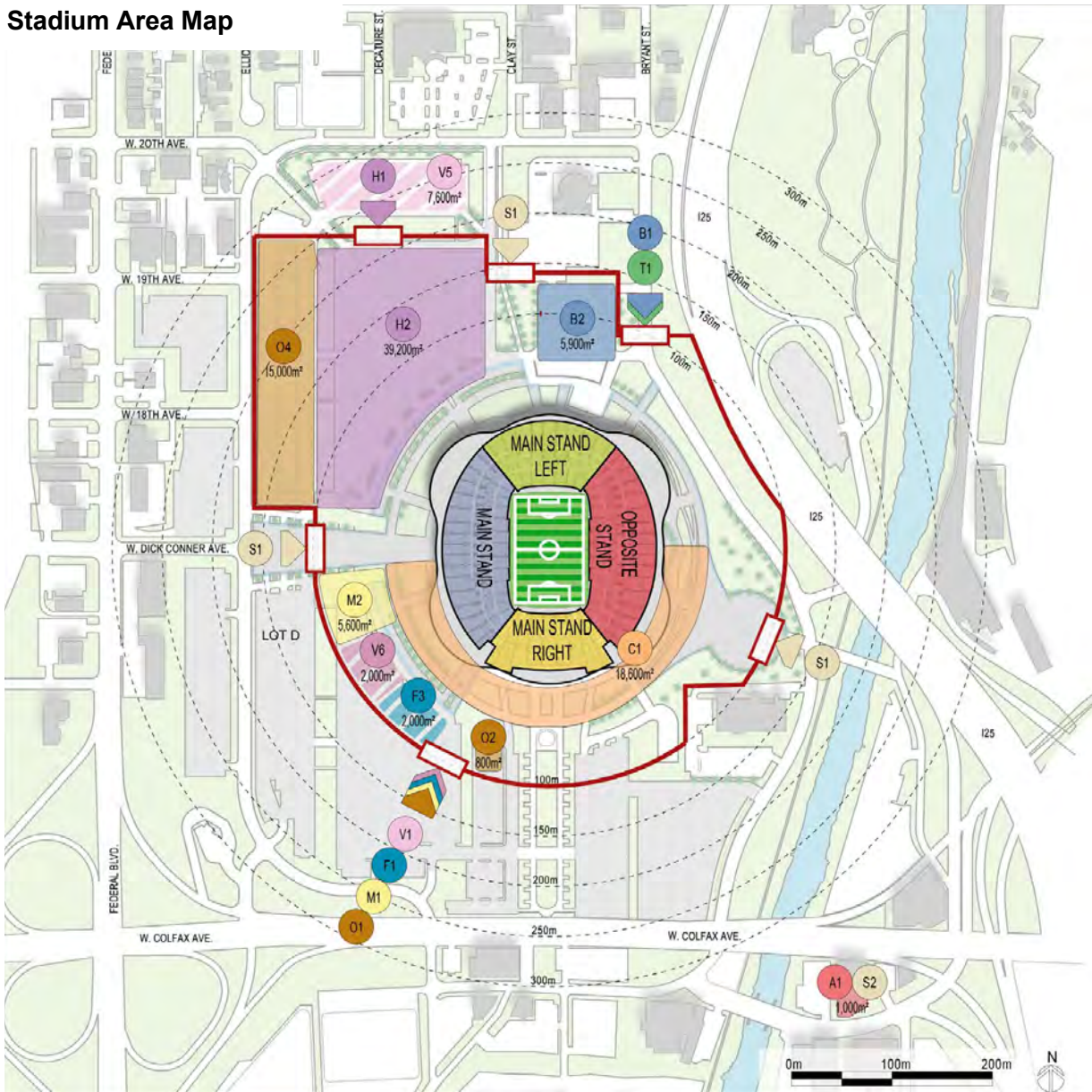
The existing playing surface at Mile High is natural grass (Kentucky Bluegrass) with Desso Grassmaster. The playing surface has been awarded the top field in both the professional football category and the professional American football category by the Sports Turf Manager's Association (STMA), the 1st time the same facility has achieved both awards.


In addition to the NFL, the stadium regularly hosts other major sporting events and concerts including Metallica, U2, Guns N' Roses, and Taylor Swift. It also hosted the 2008 Democratic National Convention and the nomination speech of Senator Barack Obama.

With a strong football legacy, Mile High Stadium was the original home of the Colorado Rapids (MLS) from 2001 to 2006. The stadium has hosted many international football matches, including visits from Manchester United, the US National Team, Mexico, Chivas, and most recently hosted the 2017 CONCACAF Gold Cup.



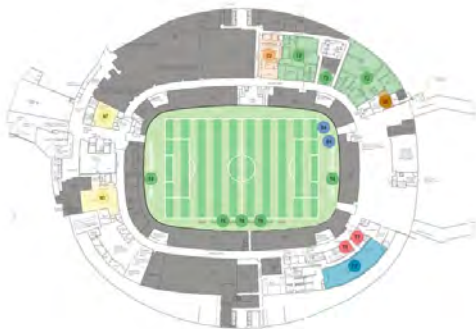
Stadium Area Map



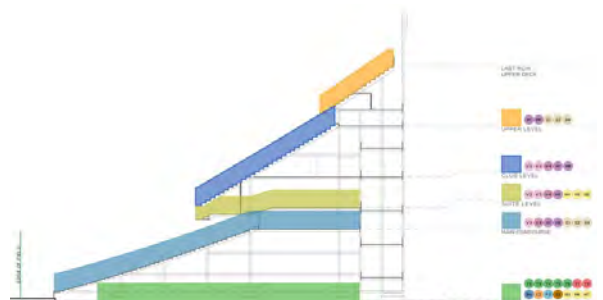
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Mile High Stadium
Location	1701 Bryant St, Denver, CO 80204, USA
Candidate Host City Name	Denver, Colorado
Year Constructed	2001
Stadium Owner	Metropolitan Football Stadium District
Stadium Operator	Stadium Management Company
Primary Tenant	Denver Broncos (NFL)
Average Match Attendance for Primary Tenant	76,125

Stadium Capacity

Gross Capacity	77,595
Luxury Suite Quantity	131
Luxury Suite Capacity	2,823
Club Seats	8,107
Less Seat Kills (VIP and Media Tribune)	7,618
Forecasted FIFA World Cup™ Capacity	69,977

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	115 m x 78 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	15 kVA
Number Grid Lines Feeding the Stadium	One grid
Existing Floodlight Lux	3,192 lux
Giant Screens in the Stadium (Inside/Outside)	Five (inside)

Accessibility

Number of Seats for Mobility Impaired	761 seats
Number of Men's Toilets	485 toilets
Number of Women's Toilets	268 toilets
Number of Accessible Toilets	294 toilets

2026 FIFA World Cup™ Stadium Edmonton Commonwealth Stadium

Constructed for the 1978 Commonwealth Games, the City of Edmonton-owned Commonwealth Stadium is an open-air, multi-purpose stadium centrally located on the edge of downtown and is conveniently accessed via the regional light rail system. The anchor of a major sport, entertainment, and recreation campus, Commonwealth Stadium is the home field of the Edmonton Eskimos (CFL) and regularly hosts major concerts, international football matches, and other significant events.

Commonwealth Stadium has the largest outdoor seating capacity in Canada at 56,418, and every seat in its unique sunburst pattern gives an exceptional view of the pitch. The stadium underwent a USD \$112 million renovation starting in 2012, with a new field house, locker rooms, hosting areas, aquatic facilities, and fitness centers. Other recent renovations

Year Constructed: **1978**
 Type of Stadium: **Existing**
 Main Use: **Multi-purpose**
 Legacy: **Football, CFL**
 FIFA World Cup™
 Gross Capacity: **56,418**
 Stage of Competition:
Round of 16



EDMONTON

Host venue for FIFA U-19 Women's World Championship 2002, FIFA U-20 World Cup Canada 2007™, FIFA U-20 Women's World Cup 2014™, and FIFA Women's World Cup 2015™.



2026 FIFA World Cup™ Stadium Edmonton *Commonwealth Stadium*

include upgraded audio and video systems, and complete remodels to the 22 luxury suites on the concourse level.

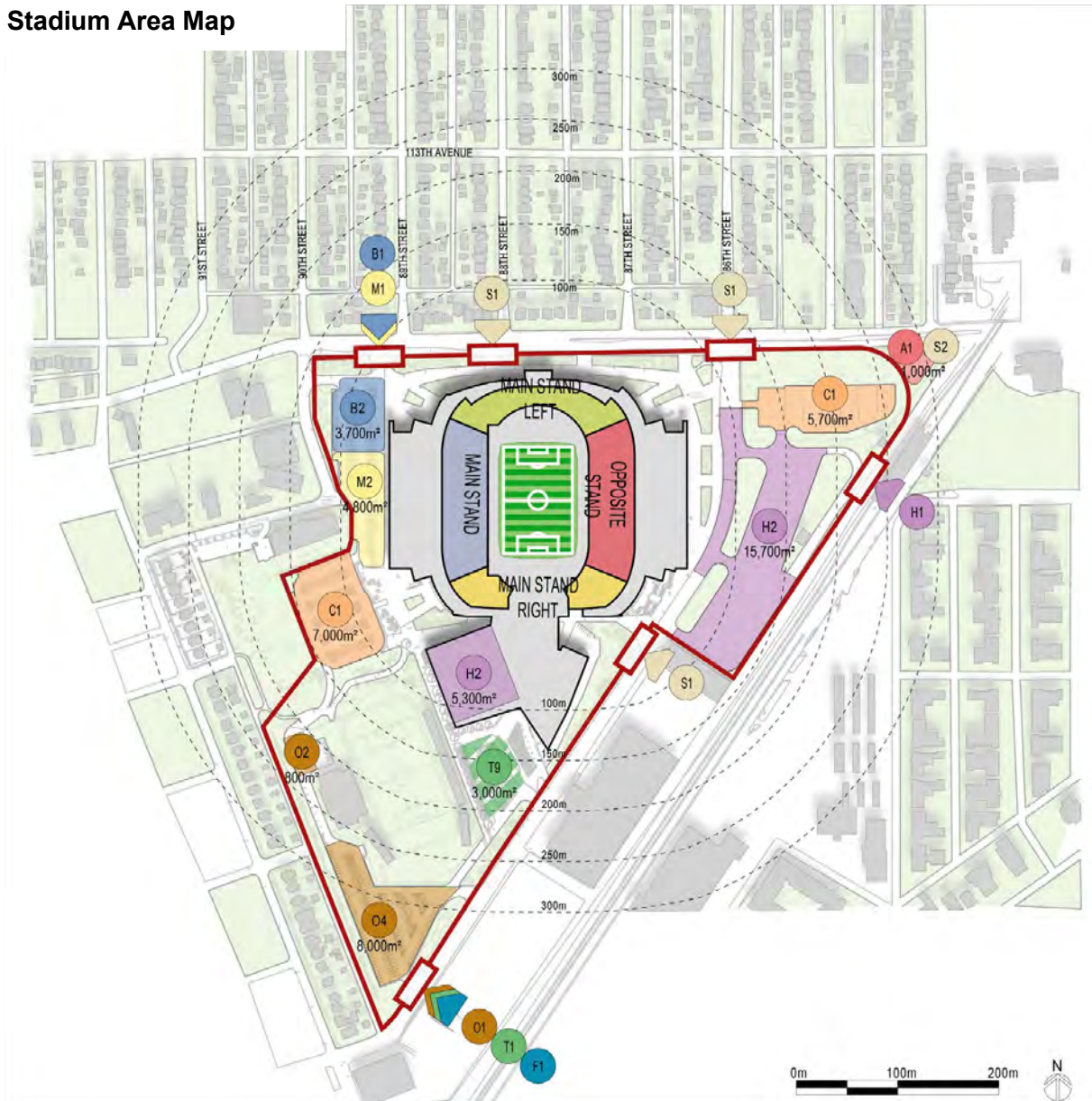
Commonwealth Stadium has hosted many football tournament matches, including nine FIFA World Cup™ Qualification matches with Canada's Men's National Team, two versions of the invitational Canada Cup, the 1996 CONCACAF Men's Pre-Olympic Tournament, the FIFA U-19 Women's World Championship 2002, the FIFA U-20 World Cup 2007™, the FIFA U-20 Women's World Cup 2014™, and the FIFA Women's World Cup 2015™, and previously, FC Edmonton (NASL) played its Canadian Championship matches at Commonwealth Stadium.


Other sporting events held at the stadium include the 1983 Summer Universiade Games, 2001 IAAF World Championships in Athletics, 2005 World Masters Games, and the 2006 Women's Rugby World Cup.


Additionally, Commonwealth Stadium hosted the inaugural NHL Heritage Classic hockey game and has hosted the CFL Grey Cup on four occasions. A regular host of both the Men's and Women's National Football Teams, Commonwealth Stadium is recognized as the home of top tier football matches in the region.



Stadium Area Map



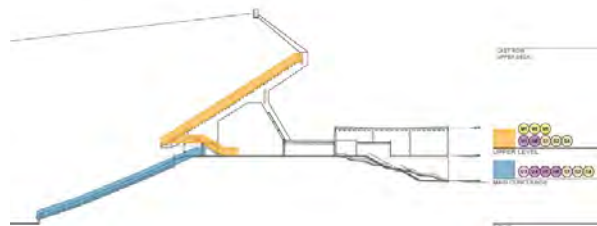
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Commonwealth Stadium
Location	11000 Stadium RD, Edmonton, AB T5H 4E2, Canada
Candidate Host City Name	Edmonton, Alberta
Year Constructed	1978
Stadium Owner	City of Edmonton
Stadium Operator	City of Edmonton
Primary Tenant	Edmonton Eskimos (CFL)
Average Match Attendance for Primary Tenant	32,000

Stadium Capacity

Gross Capacity	56,418
Luxury Suite Quantity	22
Luxury Suite Capacity	328
Club Seats	0
Less Seat Kills (VIP and Media Tribune)	5,946
Forecasted FIFA World Cup™ Capacity	50,472

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	158 m x 72 m
Current Type of Pitch	Artificial turf
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	East (2,000 A), West (2,000 A), Rec Center (2.5 mVA)
Number Grid Lines Feeding the Stadium	Three
Existing Floodlight Lux	1,937 lux
Giant Screens in the Stadium (Inside/Outside)	One (inside); three (outside)

Accessibility

Number of Seats for Mobility Impaired	204 seats
Number of Men's Toilets	297 toilets
Number of Women's Toilets	326 toilets
Number of Accessible Toilets	24 toilets

Built in 2010, the Estadio Akron is located in Zapopan, part of the Guadalajara Metropolitan Area and accessible via the main city ring road. One of the newest and most modern venues in Mexico, it is set in the surroundings of “El bosque de la primavera,” a protected forest and nature reserve. The stadium is distinguished by its unique architectural interpretation of a volcano with grass covered slopes crowned by a white floating cloud. The architecture of the building intends to mimic the surrounding landscape, pursuing the idea of a positive impact with environmental and urban footprints.

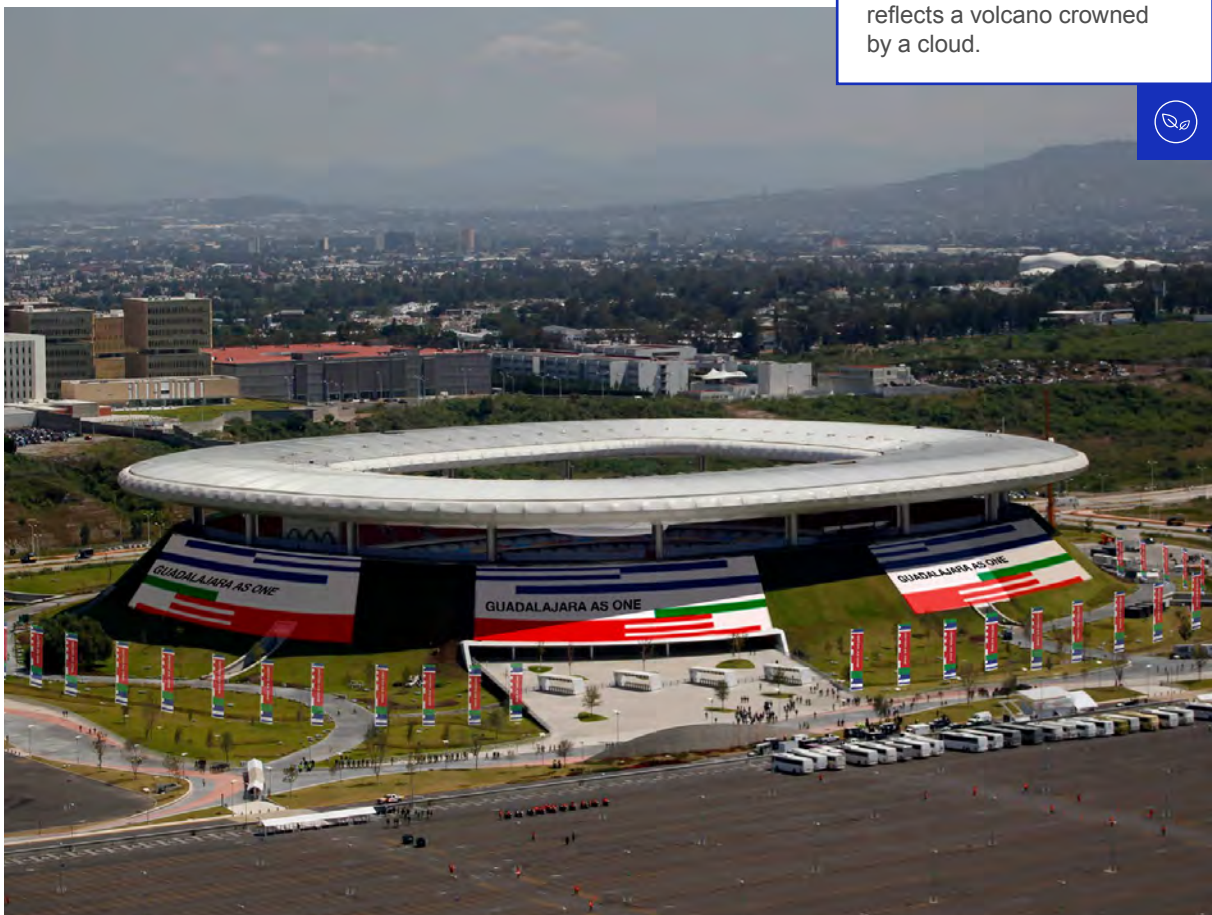
This stadium has a 48,071 seat capacity and is home to Club Deportivo Guadalajara (commonly known as “Chivas”). For the stadium’s inauguration, Guadalajara played a friendly with Manchester United, winning the game 3–2, with the 1st goal at the stadium scored by Javier “Chicharito” Hernández

Year Constructed:	2010
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football
FIFA World Cup™	
Gross Capacity:	48,071
Stage of Competition:	Round of 16



GUADALAJARA

Unique stadium architecture reflects a volcano crowned by a cloud.

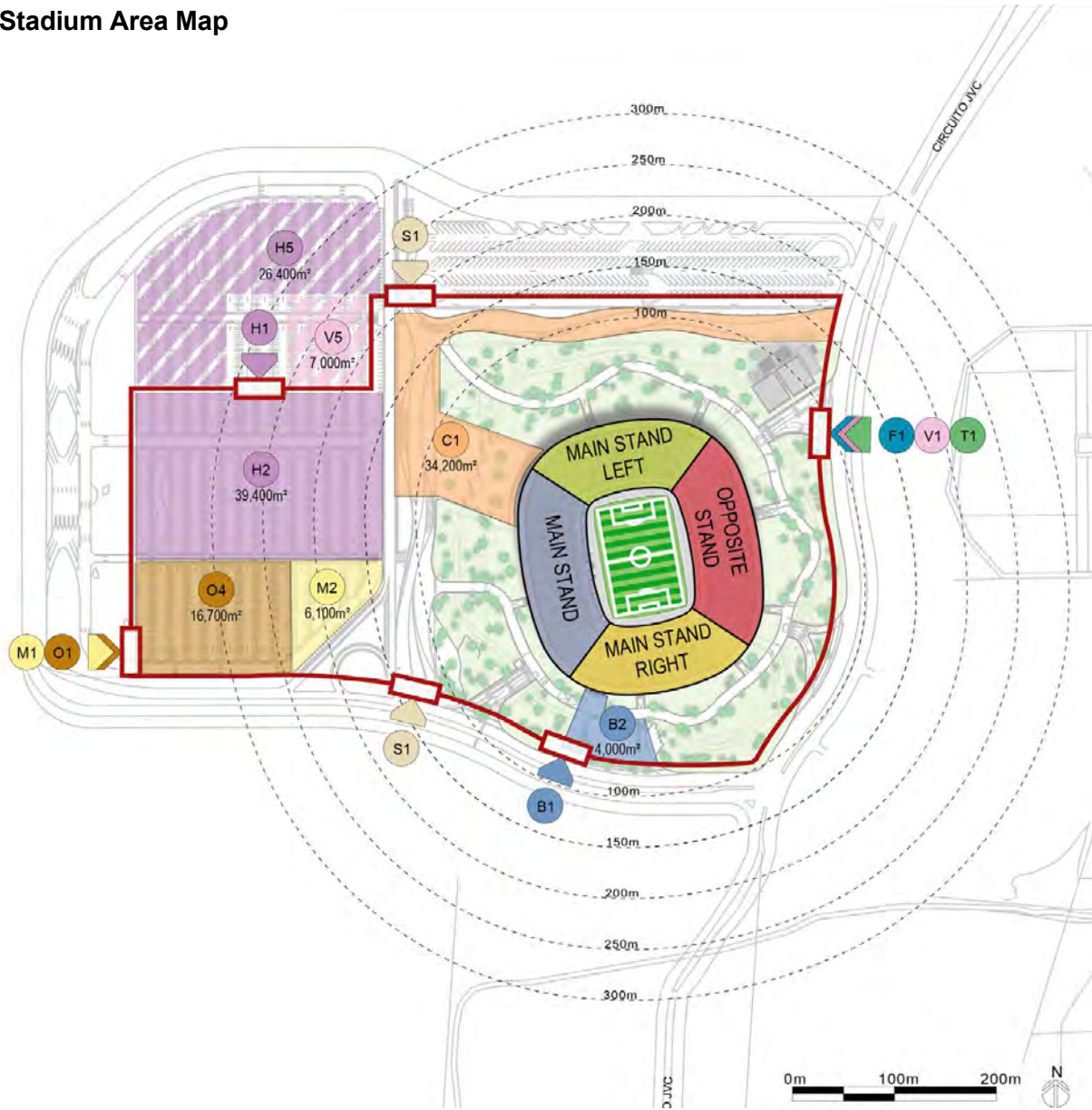



playing for Guadalajara. Hernández played the first half for Guadalajara and switched sides to Manchester United in the second half, symbolically sealing his transfer between the clubs. The stadium features 1,942 premium seats and 333 suites with a range capacity from nine to 12 seats.


Since its completion, Estadio Akron has hosted the 2010 Copa Libertadores Finals, FIFA U-17 World Cup 2011™, the 2011 Pan American Games, and more than 200 Liga MX and international football matches. Additionally, the stadium has hosted numerous world-class concerts, including Bruno Mars, Paul McCartney, Elton John, Aerosmith, and Miley Cyrus.



Stadium Area Map



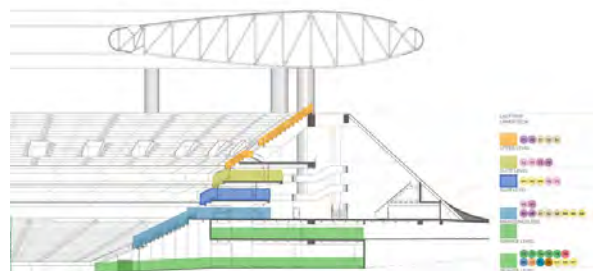
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Stadium Seating Bowl



Stadium Cross Section



General Stadium Information

Stadium Name	Akron Stadium
Location	Av Circuito JVC 2800, El Bajío, 45019 Zapopan, JAL, Mexico
Candidate Host City Name	Guadalajara, Mexico
Year Constructed	2010
Stadium Owner	Templo Mayor de Chivas
Stadium Operator	Operadora Chivas Sade CV
Primary Tenant	Club Deportivo Guadalajara
Average Match Attendance for Primary Tenant	32,000

Stadium Capacity

Gross Capacity	48,071
Luxury Suite Quantity	133
Luxury Suite Capacity	142
Club Seats	1,600
Less Seat Kills (VIP and Media Tribune)	5,529
Forecasted FIFA World Cup™ Capacity	42,542

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	111 m x 74 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	23,000 kVA
Number Grid Lines Feeding the Stadium	Three lines and one Ground
Existing Floodlight Lux	2,900 lux
Giant Screens in the Stadium (Inside/Outside)	Two giant screens, 12 m x 9 m (108 m ²)

Accessibility

Number of Seats for Mobility Impaired	100
Number of Men's Toilets	483 toilets
Number of Women's Toilets	357 toilets
Number of Accessible Toilets	42 toilets

Home to NRG Stadium, NRG Park is one of the premier sports and entertainment complexes in the United States. With three major facilities (NRG Center, NRG Stadium, and NRG Arena), NRG Park encompasses 350 acres and contains over 26,000 parking spaces.

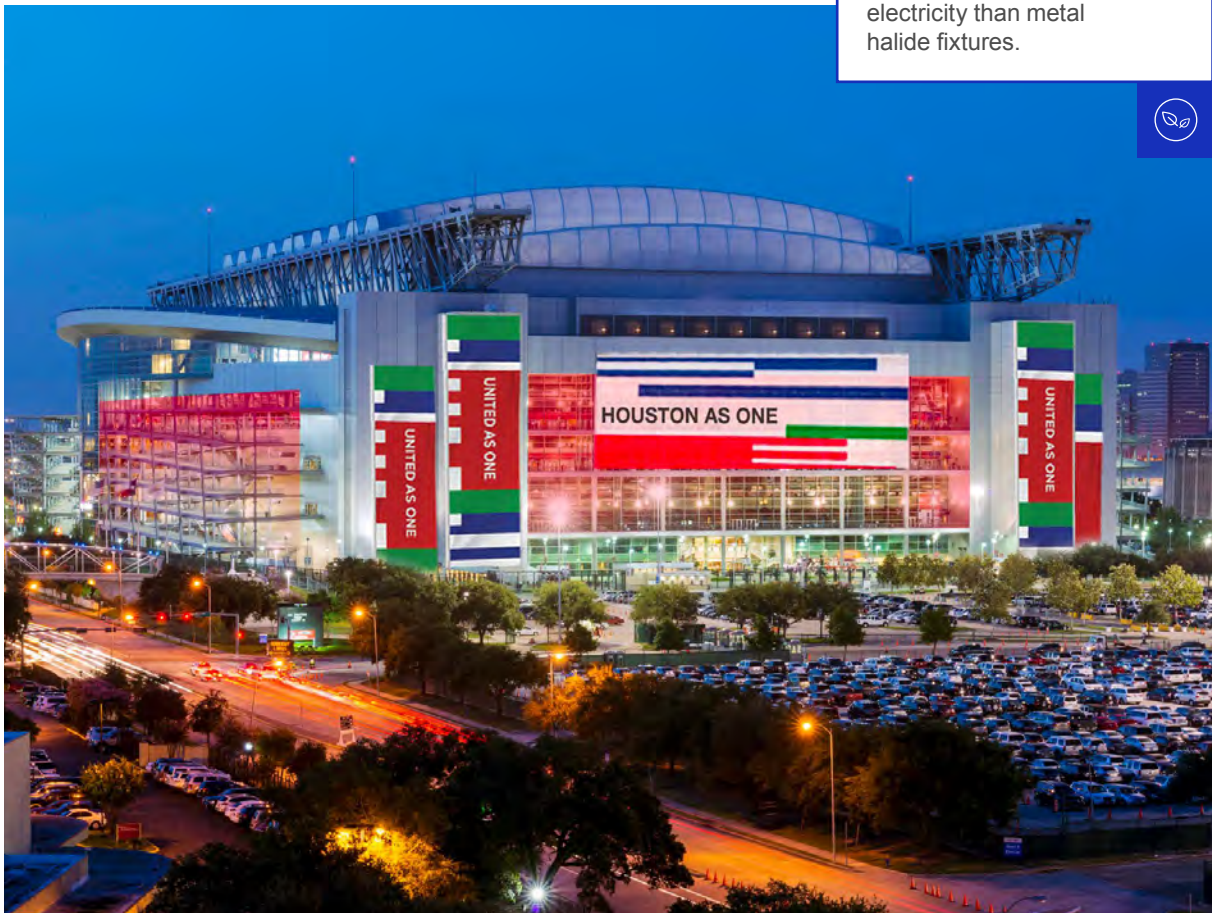
With a capacity of 72,220 for football matches, NRG Stadium opened in 2002 and is the home of the Houston Texans (NFL) as well as the annual Houston Rodeo. Comprising 180,000 square meters, the venue includes 200 hospitality suites over three levels and over 9,000 club seats. When completed, it was the 1st venue in the NFL to have a retractable roof. Recent renovations include the installation of large digital displays (84 m by 16 m) at either end of the bowl, providing 1,350 m² of screen coverage.

Year Constructed:	2002
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	72,220
Stage of Competition:	QF/3rd



HOUSTON

480 high-efficiency LED fixtures light the playing surface, using 60% less electricity than metal halide fixtures.



NRG Stadium can be configured to utilize a 11,610 m² of space for general sessions, catered functions, exhibits, concerts, and professional or amateur sporting events, and provides top-notch club level meeting spaces for general sessions and catered functions. In addition, NRG Stadium offers four massive concourse levels for special events. The design of the stadium roof provides a very flexible rigging configuration for major events.

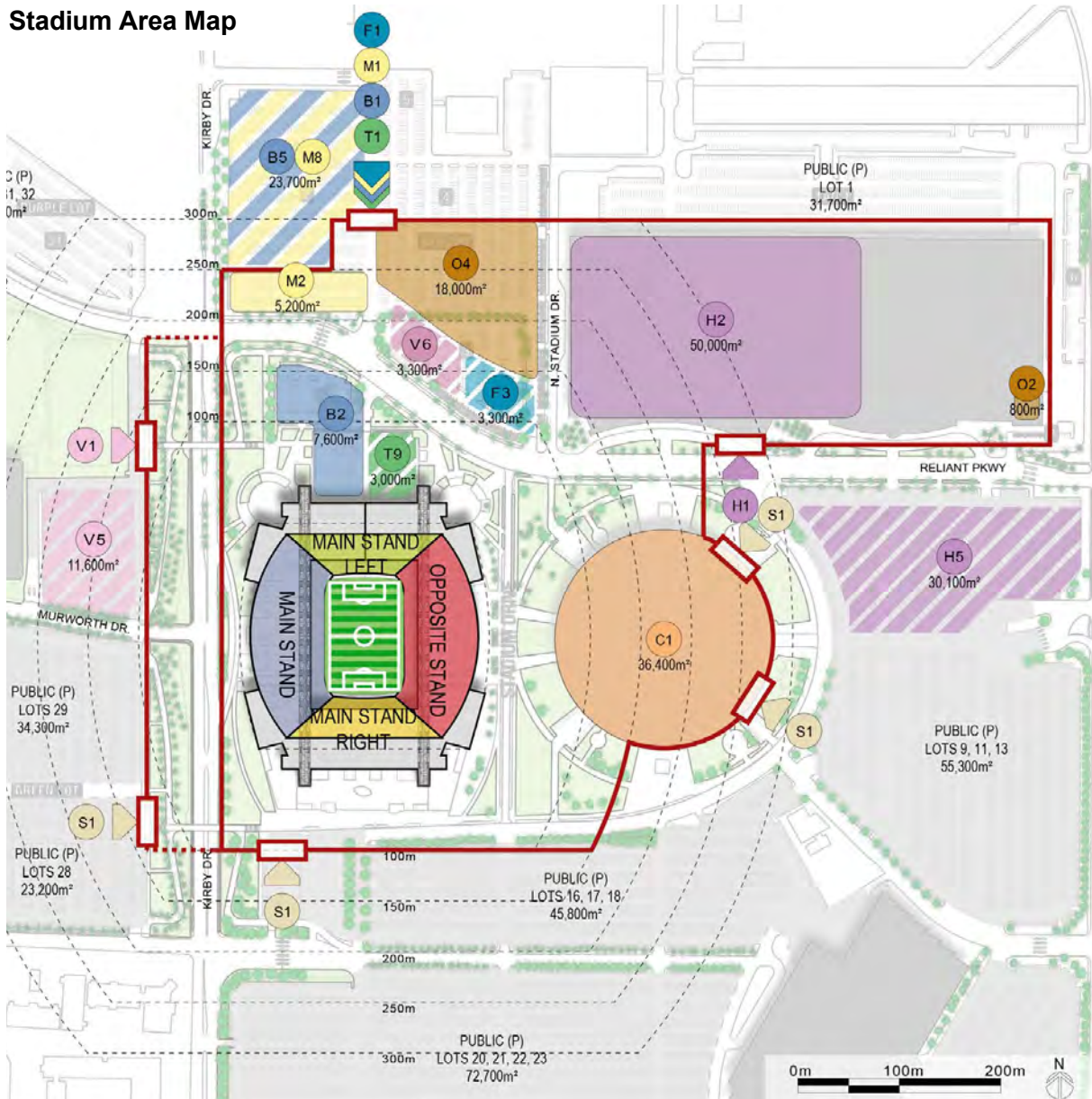
The adjacent convention center and arena facilities provide significant options for all aspects of major event operations, as well as spectator and sponsor entertainment. The

stadium is accessible via the metro light rail system, which provides close proximity to numerous restaurants, world-class hotels, and cultural entertainment venues.

NRG Park recently hosted Super Bowl XLII and Super Bowl LI, the NCAA Division I Men's Basketball Championship Final Four in 2011 and 2016, and the 2017 International Champions Cup match between Manchester United and Manchester City. A regular host of CONCACAF Gold Cup matches, NRG Stadium has also hosted numerous national team matches and was a host venue for Copa Centenario in 2016.



Stadium Area Map



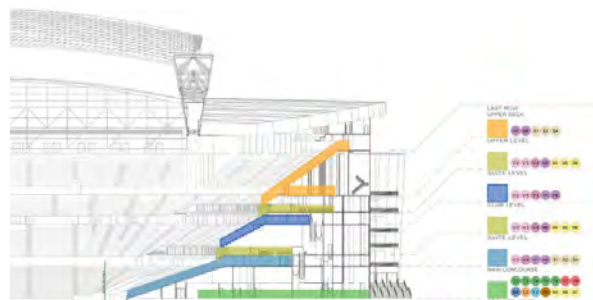
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See legend

Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	NRG Stadium
Location	1 NRG PKWY, Houston, TX 77054, USA
Candidate Host City Name	Houston, Texas
Year Constructed	2002
Stadium Owner	Harris County Sports & Convention Corporation
Stadium Operator	SMG
Primary Tenant	Houston Texans (NFL); Houston Livestock Show & Rodeo
Average Match Attendance for Primary Tenant	67,000

Stadium Capacity

Gross Capacity	72,220
Luxury Suite Quantity	200
Luxury Suite Capacity	4,798
Club Seats	9,080
Less Seat Kills (VIP and Media Tribune)	9,776
Forecasted FIFA World Cup™ Capacity	62,444

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	125 m x 85 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	20,000 kVA
Number Grid Lines Feeding the Stadium	Two lines
Existing Floodlight Lux	3,200 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside)

Accessibility

Number of Seats for Mobility Impaired	561 seats
Number of Men's Toilets	429 toilets
Number of Women's Toilets	506 toilets
Number of Accessible Toilets	94 toilets

The home of the Kansas City Chiefs (NFL), Arrowhead Stadium is an anchor of the city's stadium hub, adjacent to baseball's Kauffman Stadium. Originally constructed in 1972, the stadium has undergone a recent three-year, USD \$375 million refurbishment that has transformed Arrowhead into a state-of-the-art venue for a variety of events. The iconic seating bowl and concrete skeleton were restored, while additional amenities such as restrooms, concessions, bars, club lounge spaces, and art video board displays were added to provide a roomier, more fan-friendly experience.

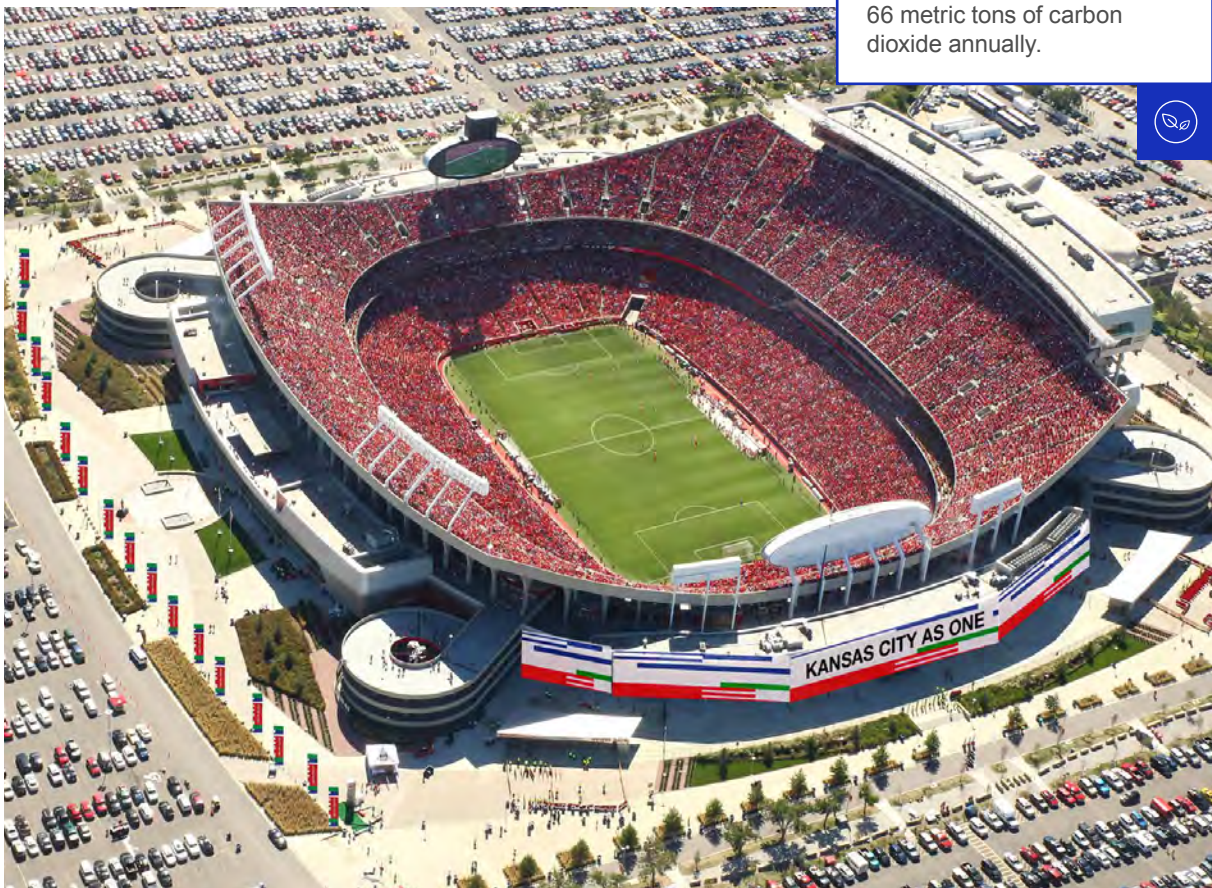
With a capacity of 76,640, the new Arrowhead Stadium features 109 luxury suites, 22 field boxes, and 13,935 m² of upscale club lounges, making an ideal environment for international tournament football with the highest levels of in-stadium hospitality. A recent addition is the Locker Room

Year Constructed:	1972
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	76,640
Stage of Competition:	QF/3rd



KANSAS CITY

Over 300 solar panels on the stadium campus offset over 66 metric tons of carbon dioxide annually.



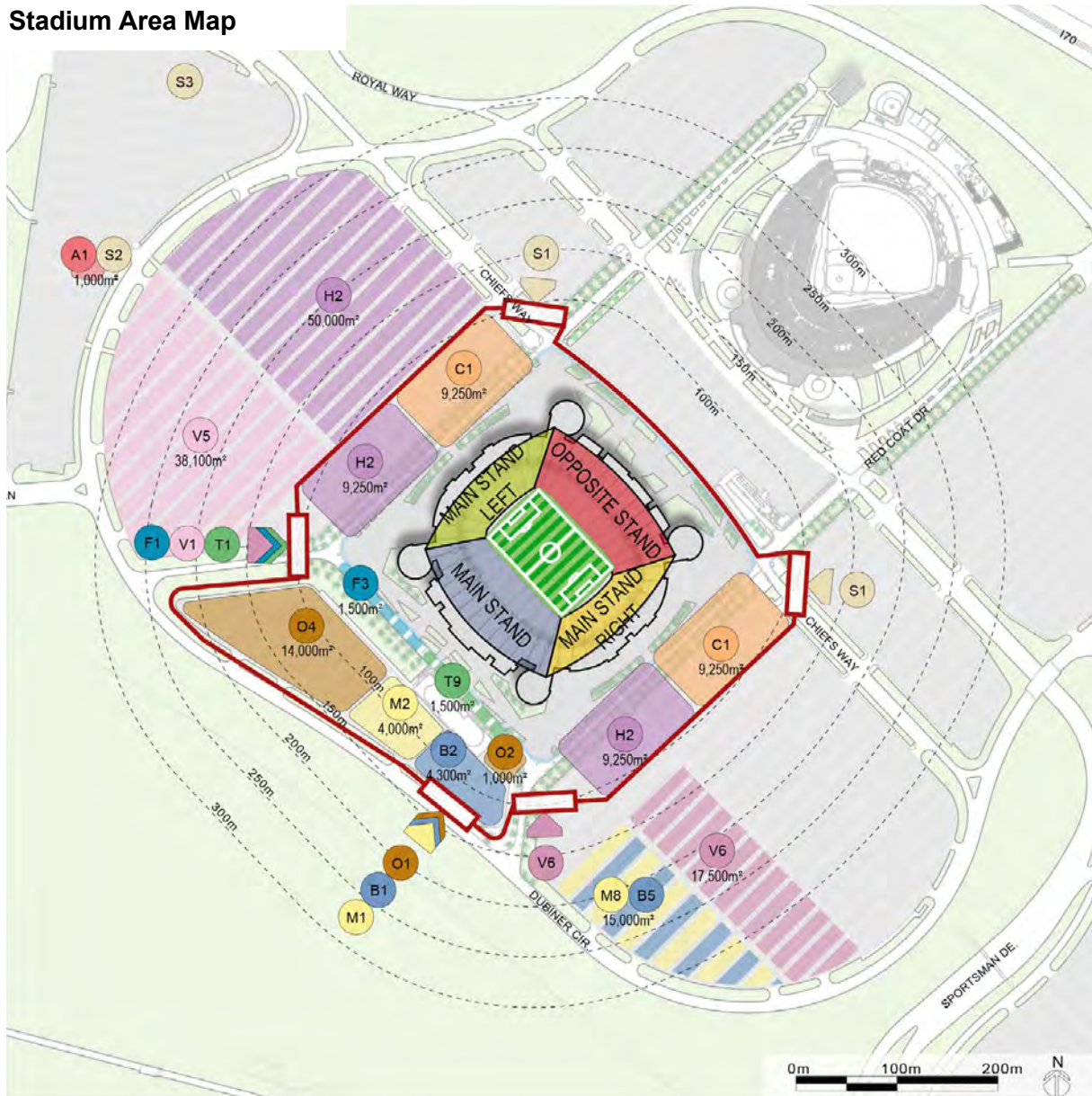
Club, an area adjacent to the players' tunnel that can house 100 fans, allowing closer proximity to the teams. The luxurious upper level VIP Club features a fully-enclosed and climate-controlled concourse, where guests can enjoy exceptional views via two-story windows, with easy access to dedicated escalators and elevators. Featuring a bar, and a unique vantage point on all of the action on the field, the spacious new Horizon Level adds to the festive atmosphere of any event.

Arrowhead Stadium has served as a host

of FIFA World Cup™ qualifying matches, the 2004 US Open Cup Final, and has been a venue for countless professional football matches including the Kansas City Wizards' first 12 seasons in MLS. Traditionally one of the noisiest stadiums in the United States, due to the acoustics of the bowl and the vibrant home support, it has held the Guinness World Record for the loudest stadium, with 142.2 dB (equivalent to a jet plane taking off at close range).



Stadium Area Map



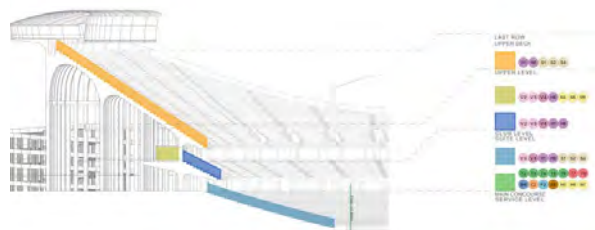
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Arrowhead Stadium
Location	One Arrowhead Drive, Kansas City, MO 64129, USA
Candidate Host City Name	Kansas City, Missouri
Year Constructed	1972
Stadium Owner	Jackson County Sports Complex Authority
Stadium Operator	Arrowhead Events
Primary Tenant	Kansas City Chiefs (NFL)
Average Match Attendance for Primary Tenant	75,419

Stadium Capacity

Gross Capacity	76,640
Luxury Suite Quantity	128
Luxury Suite Capacity	2,569
Club Seats	7,718
Less Seat Kills (VIP and Media Tribune)	7,570
Forecasted FIFA World Cup™ Capacity	69,070

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	122 m x 74 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	13.2 kVA
Number Grid Lines Feeding the Stadium	Two with an extra spare
Existing Floodlight Lux	2,300 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside); four (outside)

Accessibility

Number of Seats for Mobility Impaired	730 seats
Number of Men's Toilets	556 toilets
Number of Women's Toilets	564 toilets
Number of Accessible Toilets	91 toilets

The Rose Bowl in Pasadena, California, is among the world's most iconic stadiums, with its distinguished architecture and setting in the surrounding San Gabriel Mountains, and its history of hosting world-class events. Known as "America's Stadium," it truly is one of a kind.

The venue has a capacity of 88,432, with all seats no further away than 33 m from the pitch. In 2015, a three-year, USD \$194 million renovation was completed featuring a newly renovated Pavilion with 2,500 premium seats, including 54 suites, 1,200 club seats, and 48 lodge boxes, as well as a state-of-the-art press box, which can accommodate 300 members of the media.

Year Constructed: **1922**
 Type of Stadium: **Existing**
 Main Use: **Multi-purpose**
 Legacy: **Football, NCAA**
 FIFA World Cup™
 Gross Capacity: **88,432**
 Stage of Competition:
Opening/Final



LOS ANGELES

The Rose Bowl has hosted the Finals of the FIFA World Cup 1994™, the FIFA Women's World Cup 1999™, and the 1984 Olympic football tournament.



Football is a significant part of the long and storied history of the stadium, with the venue being the only one in the world to host a FIFA World Cup™ Final for both men (1994) and women (1999), as well as the Gold Medal match for the Los Angeles Olympic Games (1984). In addition, the Rose Bowl has hosted CONCACAF Gold Cup matches and international matches featuring teams including FC Barcelona, Chelsea FC, Liverpool FC, and countries including Mexico, Brazil, Columbia, and of course, the US, who have played there 17 times. It is also be proposed as a football venue during the 2028 Summer Olympics.

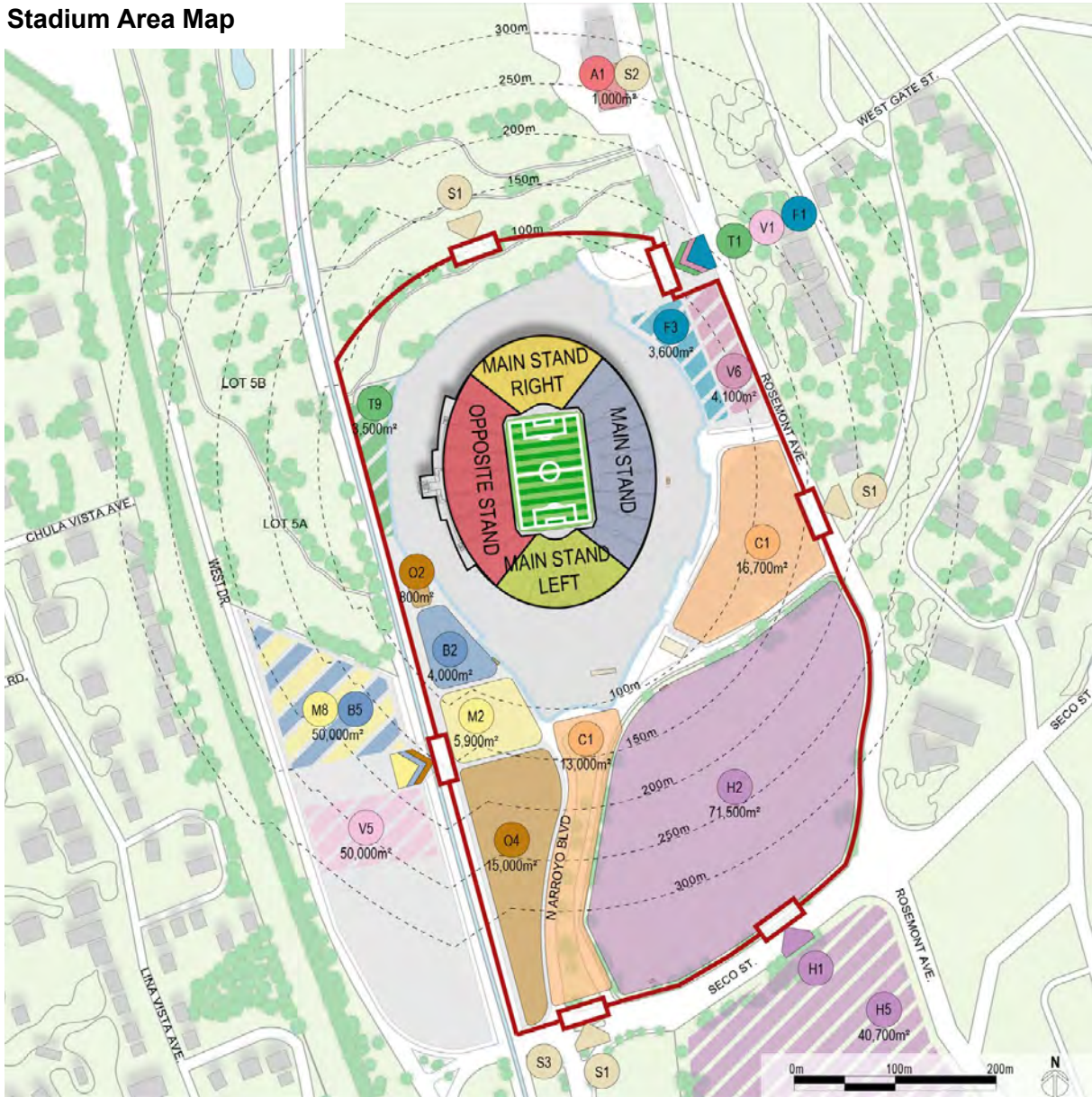
In the past, the venue has also been the home ground of the Los Angeles Wolves and the Los Angeles Aztecs of the NASL and the Los Angeles Galaxy of MLS, who still host occasional matches there.


Over its almost 100 years in use, in addition to hosting major football events, the Rose Bowl has been the host of major concerts and music festivals, five NFL Super Bowls, the Olympics, and the annual Rose Bowl Game (American College Football).

* In addition to the Rose Bowl, Los Angeles has a new 70,000 (expandable up to 100,000) seat stadium under construction in Inglewood.



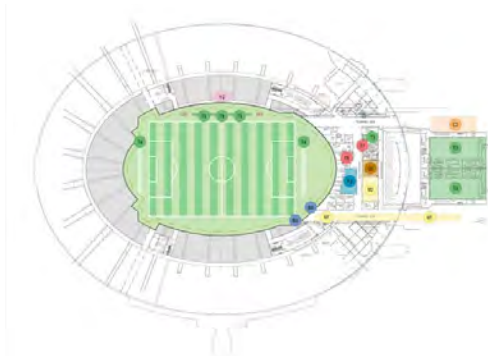
Stadium Area Map



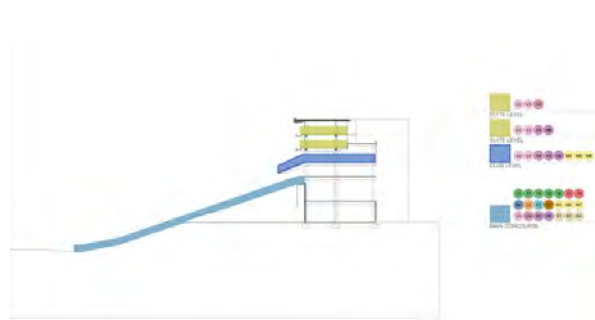
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Rose Bowl
Location	1001 Rose Bowl Dr, Pasadena, CA 91103, USA
Candidate Host City Name	Los Angeles, California
Year Constructed	1922
Stadium Owner	City of Pasadena
Stadium Operator	Rose Bowl Operating Company
Primary Tenant	UCLA (NCAA); Rose Bowl Game
Average Match Attendance for Primary Tenant	80,000

Stadium Capacity

Gross Capacity	88,432
Luxury Suite Quantity	54
Luxury Suite Capacity	672
Club Seats	2,416
Less Seat Kills (VIP and Media Tribune)	12,326
Forecasted FIFA World Cup™ Capacity*	76,106

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	115 m x 73 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	17 kVA
Number Grid Lines Feeding the Stadium	Two grids
Existing Floodlight Lux	2,000 lux
Giant Screens in the Stadium (Inside/Outside)	One (inside)

Accessibility

Number of Seats for Mobility Impaired	744 seats
Number of Men's Toilets	453 toilets
Number of Women's Toilets	477 toilets
Number of Accessible Toilets	77 toilets

* The forecasted FIFA World Cup™ Capacity is only for the Open and Finals matches and is expected to be larger based on the principle design of the stadium. Net capacities for other matches during the FIFA World Cup™ range from 77,000 to 80,000.

One of the most famous and iconic football stadiums in the world, Estadio Azteca is the largest stadium in Mexico and the official home of the Mexican National Team, who have played over 70 matches there. It is one of only two venues in the world to have hosted two FIFA World Cup™ finals (1970 and 1986), and is the stage for some of the most famous FIFA World Cup™ goals of all time. Originally constructed in 1966, the stadium has recorded audiences of over 107,000 for football and 132,000 for boxing in the past. The Stadium is nicknamed “El Coloso de Santa Ursula” – Colossus of Saint Ursula, where it is located in the suburbs of Mexico City.

In 2015, a vast renovation plan was undertaken with the completion of the project coincide with the stadium’s 50th anniversary in 2016, as well as the additional construction of a commercial hub outside the stadium to be completed in 2019.

Year Constructed:	1966
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football
FIFA World Cup™	
Gross Capacity:	87,523
Stage of Competition:	Opening Match



MEXICO CITY

The Finals of the FIFA World Cups™ 1970 and 1986 were held at Estadio Azteca.



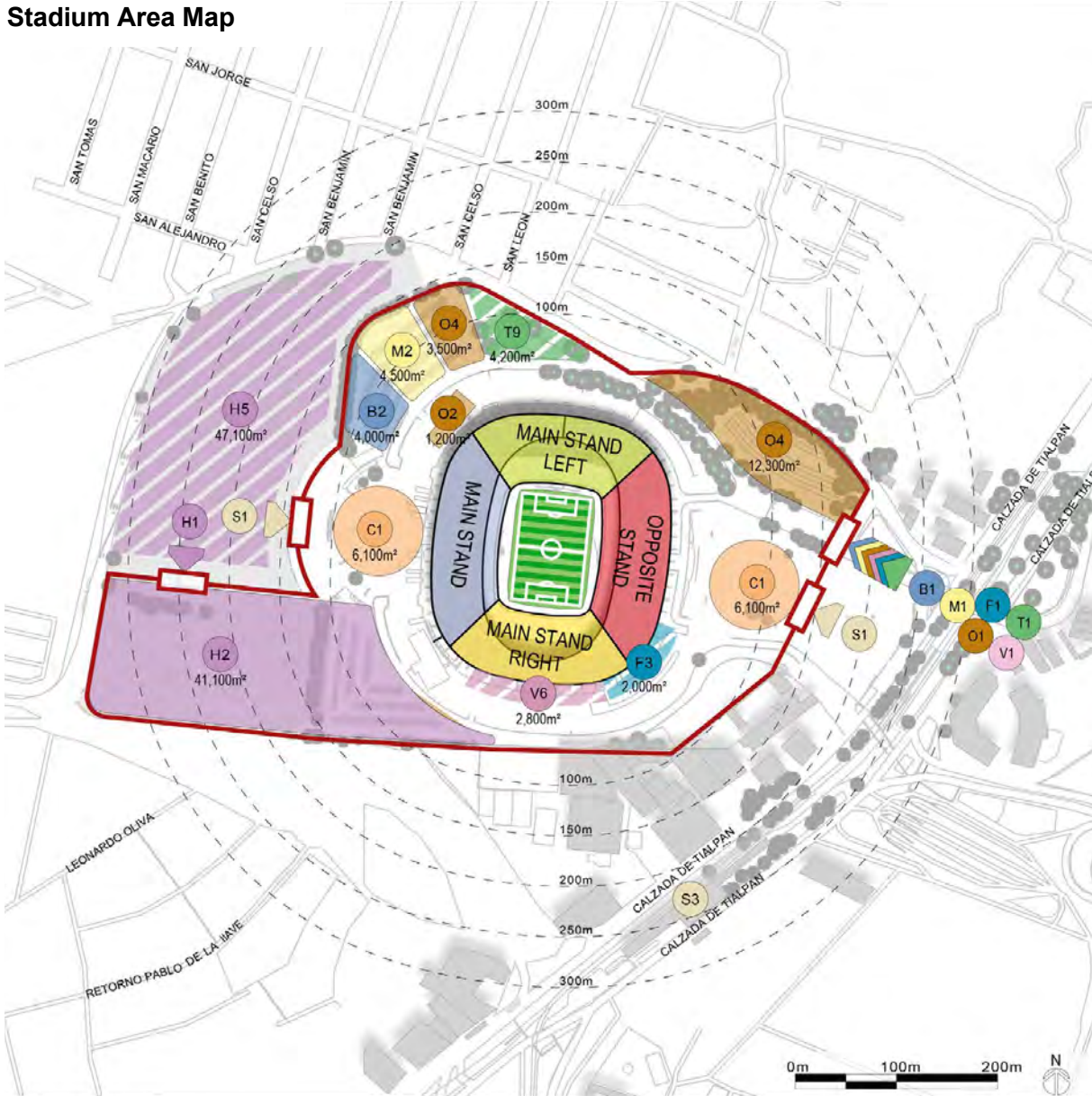
Other recent renovations have revised the capacity to 87,523 while enhancing hospitality, support, and guest service amenities. New HD video boards, media facilities, club lounges, and premium suite areas have been refreshed.


As well as the Mexican National Team, Estadio Azteca is the home stadium of Club América (Liga MX) and has hosted a number of significant football matches and tournaments, including the 1968 Summer


Olympics, the FIFA World Cups™ 1970 and 1986, the 1983 FIFA World Youth Championship, the 1993 and 2003 CONCACAF Gold Cups, 1999 FIFA Confederations Cup, and the FIFA U-17 World Cup 2011™. The stadium has hosted multiple NFL games as part of their international series, as well as premier music concerts and festivals, including Michael Jackson, Paul McCartney, and U2.



Stadium Area Map



 For more information see template 4

 See legend

Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Estadio Azteca
Location	Calz. De Tlalpan 3465, Sta. Ursula Coapa, Coyoacan, 04650 Ciudad de Mexico, CDMX, Mexico
Candidate Host City Name	Mexico City, Mexico
Year Constructed	1966
Stadium Owner	Grupo Televisa SAB
Stadium Operator	Grupo Televisa SAB
Primary Tenant	Club América, Club Cruz Azul, Mexican National Team
Average Match Attendance for Primary Tenant	44,000

Stadium Capacity

Gross Capacity	87,523
Luxury Suite Quantity	300
Luxury Suite Capacity	4,800
Club Seats	1,100
Less Seat Kills (VIP and Media Tribune)	11,749
Forecasted FIFA World Cup™ Capacity*	75,243

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	123 m x 75 m
Current Type of Pitch	Hybrid
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	1,200 kVA
Number Grid Lines Feeding the Stadium	Four generators
Existing Floodlight Lux	1,100 lux, LED planned
Giant Screens in the Stadium (Inside/Outside)	Two (inside)

Accessibility

Number of Seats for Mobility Impaired	286 seats
Number of Men's Toilets	823 toilets
Number of Women's Toilets	204 toilets
Number of Accessible Toilets	20 toilets

* The forecasted FIFA World Cup™ Capacity is only for the Open match and is expected to be larger based on the principle design of the stadium. Net capacities for other matches during the FIFA World Cup™ range from 77,000 to 80,000.

2026 FIFA World Cup™ Stadium Miami Hard Rock Stadium

Hard Rock Stadium, home of the Miami Dolphins (NFL), recently completed a USD \$500 million renovation that brings best-in-class design, functionality, and appeal to world-class events that are unparalleled in the industry, and have made the facility a global entertainment destination. These recent renovations include a state-of-the-art canopy for over 90% of the seating bowl, four HD video boards, and remodeled, modernized suites offering more intimate club level accommodations and first-class amenities, including Miami's renowned culinary offerings.

Following Hard Rock Stadium's modernization, the stadium now counts among its 67,518 seating capacity a variety of new luxury seating products and club areas, including the 72 Club, Living Room, and Theatre Boxes, and premium private clubs, terraces, and executive suites.

Year Constructed:	1987
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	67,518
Stage of Competition:	QF/3rd



MIAMI

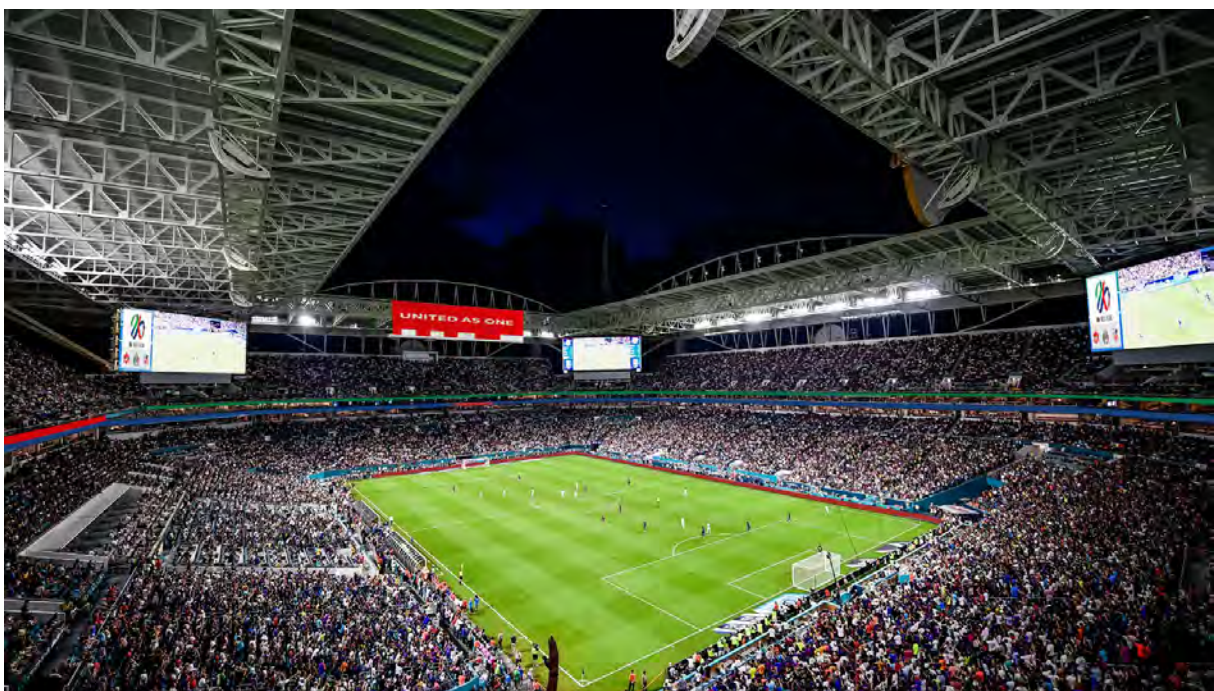
A recent USD \$500 million renovation added a modern canopy over 90% of the spectator seats.



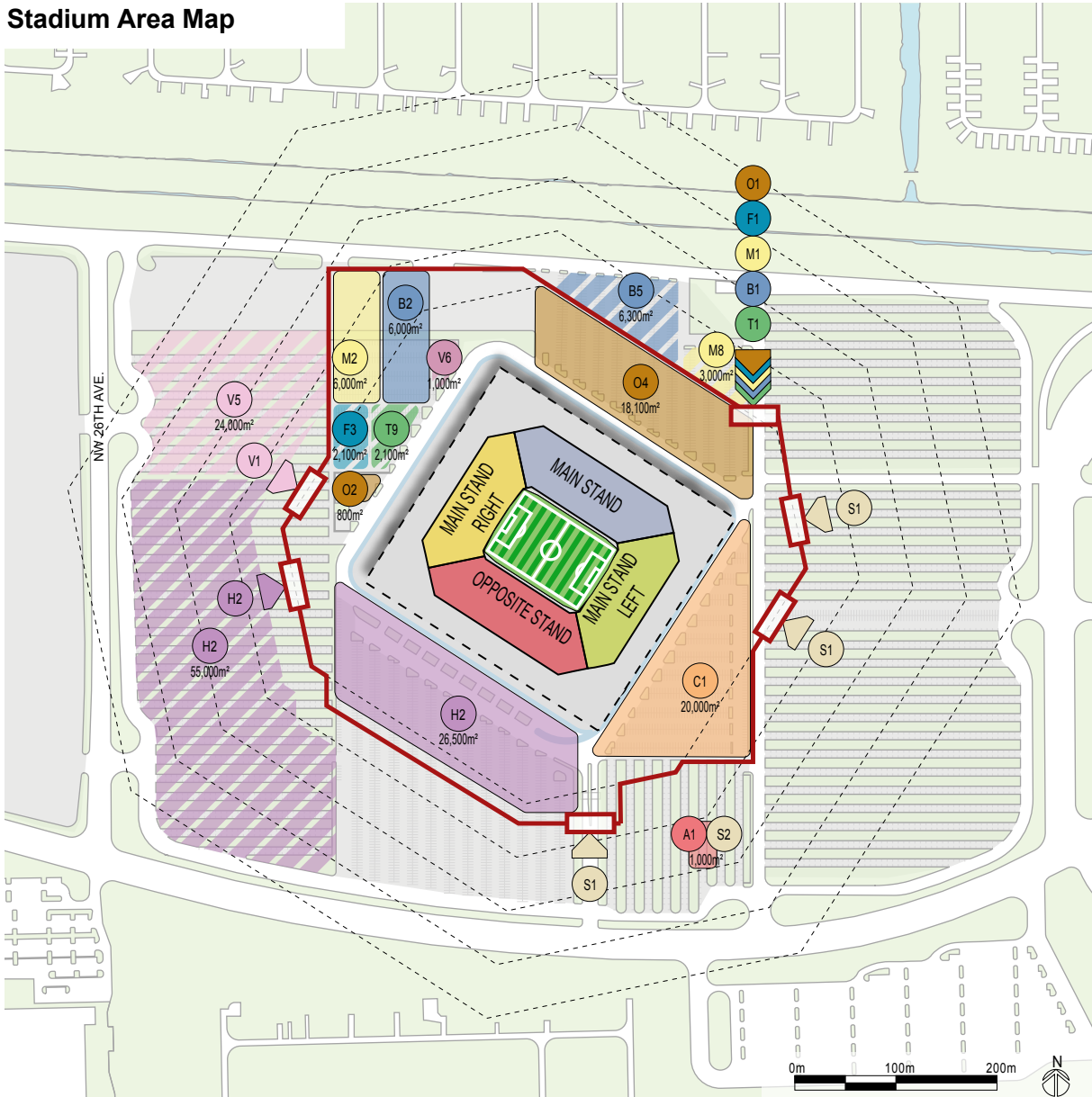
In July 2017, Hard Rock Stadium had the distinction of hosting Real Madrid and FC Barcelona in El Clásico Miami, the 1st time the two Spanish football powerhouses have met in the US and only the 2nd time outside of Spain. Due to the stadium's multiple premium seating option, El Clásico Miami was the highest grossing football game played in the United States.

The Stadium is world-renowned for hosting five Super Bowls (XXIII, XXIX, XXXIII, XLI, and XLIV), the 2010 NFL Pro Bowl, and four

BCS National Championship Games (2001, 2005, 2009, 2013). The facility will host its 6th NFL Championship when Super Bowl LIV is played at the stadium on 2 February 2020, as well as its 1st College American Football Playoff National Championship Game on 11 January 2021. The building is recognized throughout the industry as one of the busiest multi-purpose facilities in the world due to its dense event calendar and expertise in hosting large-scale events.



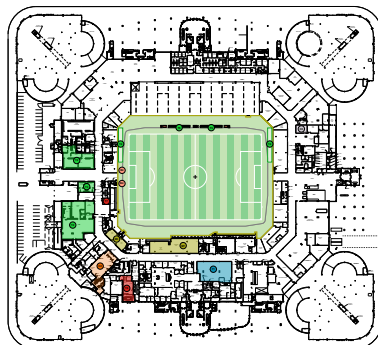
Stadium Area Map



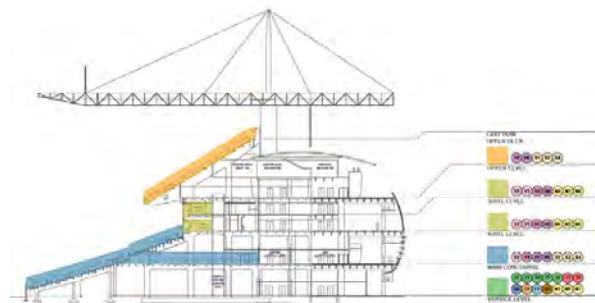
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See legend

Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Hard Rock Stadium
Location	347 Don Shula Dr, Miami Gardens, FL 33056, USA
Candidate Host City Name	Miami, Florida
Year Constructed	1987
Stadium Owner	South Florida Stadium LLC
Stadium Operator	South Florida Stadium LLC
Primary Tenant	Miami Dolphins, University of Miami, Orange Bowl
Average Match Attendance for Primary Tenant	65,000

Stadium Capacity

Gross Capacity	67,518
Luxury Suite Quantity	195
Luxury Suite Capacity	3,200
Club Seats	10,209
Less Seat Kills (VIP and Media Tribune)	7,114
Forecasted FIFA World Cup™ Capacity	60,404

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	114 m x 74 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	14,500 kVA
Number Grid Lines Feeding the Stadium	Six grid lines
Existing Floodlight Lux	2,600 lux
Giant Screens in the Stadium (Inside/Outside)	Four boards (inside), 100 m ² total

Accessibility

Number of Seats for Mobility Impaired	Meets code requirements
Number of Men's Toilets	Meets code requirements
Number of Women's Toilets	Meets code requirements
Number of Accessible Toilets	Meets code requirements

Since its opening in 2015, Estadio BBVA Bancomer stadium has been home to the professional football team Rayados de Monterrey (Liga MX). It was officially opened with a friendly match between Monterrey and Benfica (Liga MX). It is a venue that reflects in its design the solid, innovative, and vigorous character of the people of Monterrey. With its curving sides and roof, it offers compelling views of the mountains that surround the city.

With a capacity of more than 53,000 (the 4th largest in Mexico), spectators can enjoy watching football in this state-of-the-art stadium, with modern technology and interior design that make this a unique stadium in Mexico. With 324 suites, as well as premium club seat areas located in the lower bowl spread across the center line, over 10,000 fans enjoy a unique premium experience during games and events.

Year Constructed:	2015
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football
FIFA World Cup™	
Gross Capacity:	53,460
Stage of Competition:	Round of 16



MONTERREY

In 2017, the stadium received the LEED Silver certification from the USGBC.



In addition to football games, the stadium has hosted numerous corporate events, and in February 2017 it welcomed the kick-off of Justin Bieber's Purpose World Tour. It was the first concert held at the stadium, and sold out in record time.

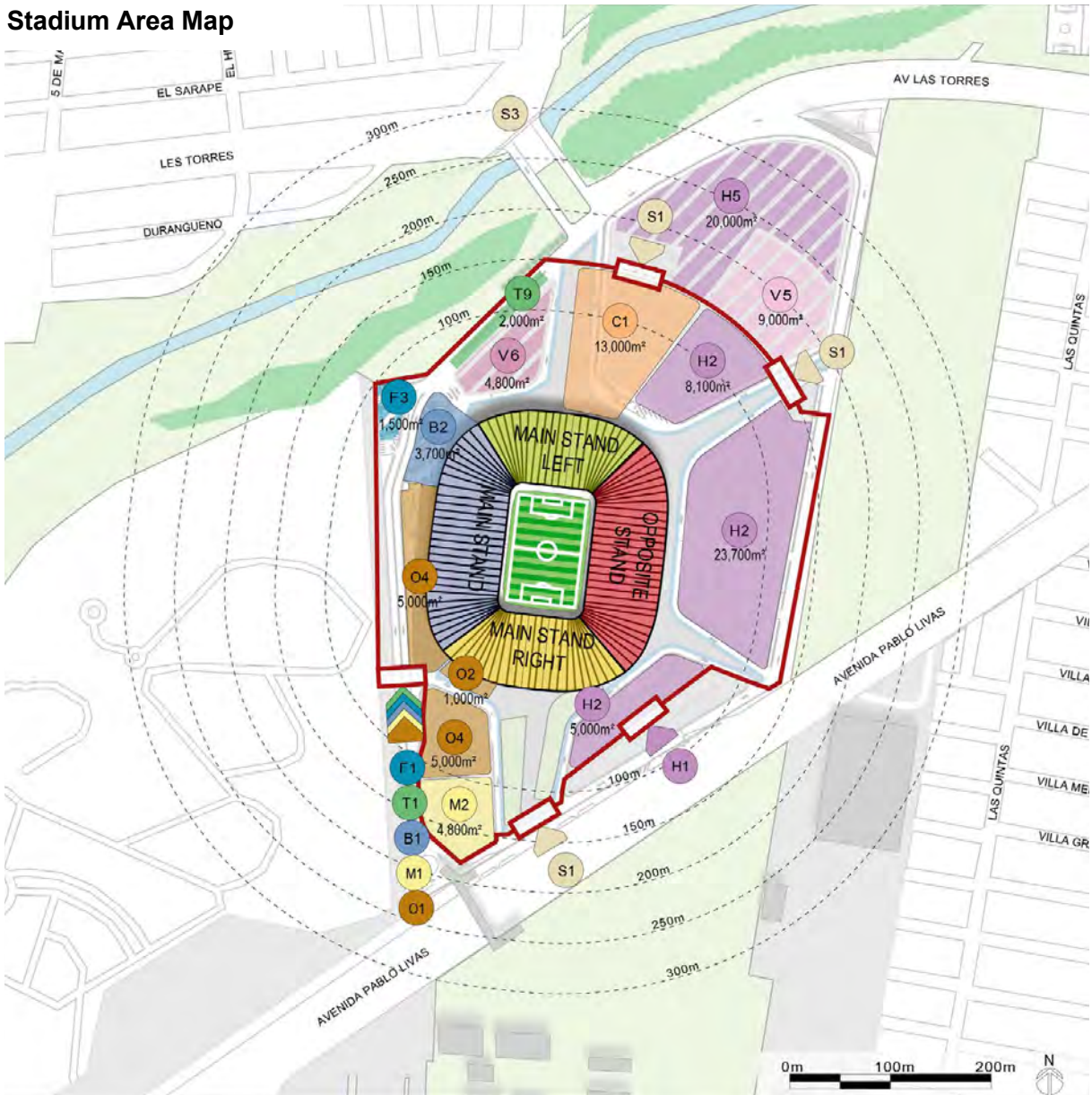
It is not only technology and architectural features which make this stadium one of the best football venues on the continent, but also its focus on sustainability and environmental

protection. Located within an urban development project, it is part of Gran Parque Ecológico Río de la Silla, the broadest ecological rehabilitation program ever developed in Nuevo León.

Moreover, due to its architectural and structural design, the stadium was awarded the Silver LEED certification by the U.S. Green Building Council as a testimony of its efforts to preserve the environment.



Stadium Area Map



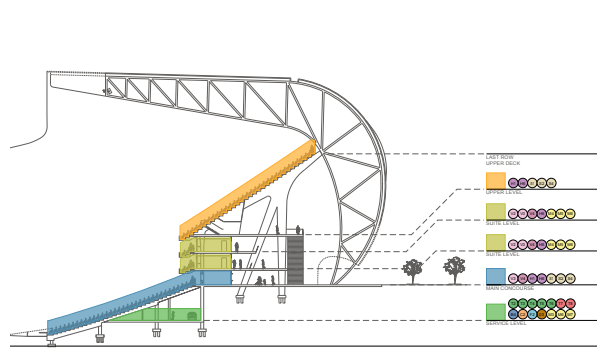
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See legend

Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Estadio BBVA Bancomer
Location	Av Pablo Livas 2011, Col. LA Pastora, Guadalupe, NL, 67140, Mexico
Candidate Host City Name	Monterrey, Mexico
Year Constructed	2015
Stadium Owner	Fideicomiso Numer F/396 Bano Nacional de Mexico, S.A. Integante del Grupo Financiero Banamex, Division Fiduciaria
Stadium Operator	Club de Fútbol Monterrey Rayados A.C.
Primary Tenant	Club de Fútbol Monterrey Rayados A.C.
Average Match Attendance for Primary Tenant	42,140

Stadium Capacity

Gross Capacity	53,460
Luxury Suite Quantity	324
Luxury Suite Capacity	5,336
Club Seats	4,468
Less Seat Kills (VIP and Media Tribune)	5,798
Forecasted FIFA World Cup™ Capacity	47,662

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	129 m x 85 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	10,000 kVA
Number Grid Lines Feeding the Stadium	One grid line
Existing Floodlight Lux	2,750 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside)

Accessibility

Number of Seats for Mobility Impaired	180 seats
Number of Men's Toilets	357 toilets
Number of Women's Toilets	255 toilets
Number of Accessible Toilets	43 toilets

2026 FIFA World Cup™ Stadium Montréal Olympic Stadium

Olympic Stadium is the largest sporting arena in Canada, designed by the French architect Roger Taillibert and originally built for the 1976 Summer Olympic Games. An iconic symbol of the city, the stadium's distinguished features include a 165 m high tower, the tallest inclined structure in the world. The stadium holds the attendance record for a football match in Canada, as 72,000 people witnessed East Germany's 3-1 win over Poland at the 1976 Summer Olympic Games football Final.

The stadium has hosted the FIFA U-20 World Cup Canada 2007™, FIFA U-20 Women's World Cup Canada 2014™, FIFA Women's World Cup Canada 2015™, and the CONCACAF Champions League matches in 2009 and 2015. It was also the home venue of the Montréal Manic of the NASL and has hosted regular season matches of the Montréal Impact in MLS.

Year Constructed:	1976
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	MLS, CFL
FIFA World Cup™	
Gross Capacity:	55,822
Stage of Competition:	Round of 16



MONTREAL

Host venue for 1976 Olympic football tournament, FIFA U-20 World Cup 2007™, FIFA U-20 Women's World Cup 2014™, and FIFA Women's World Cup 2015™.



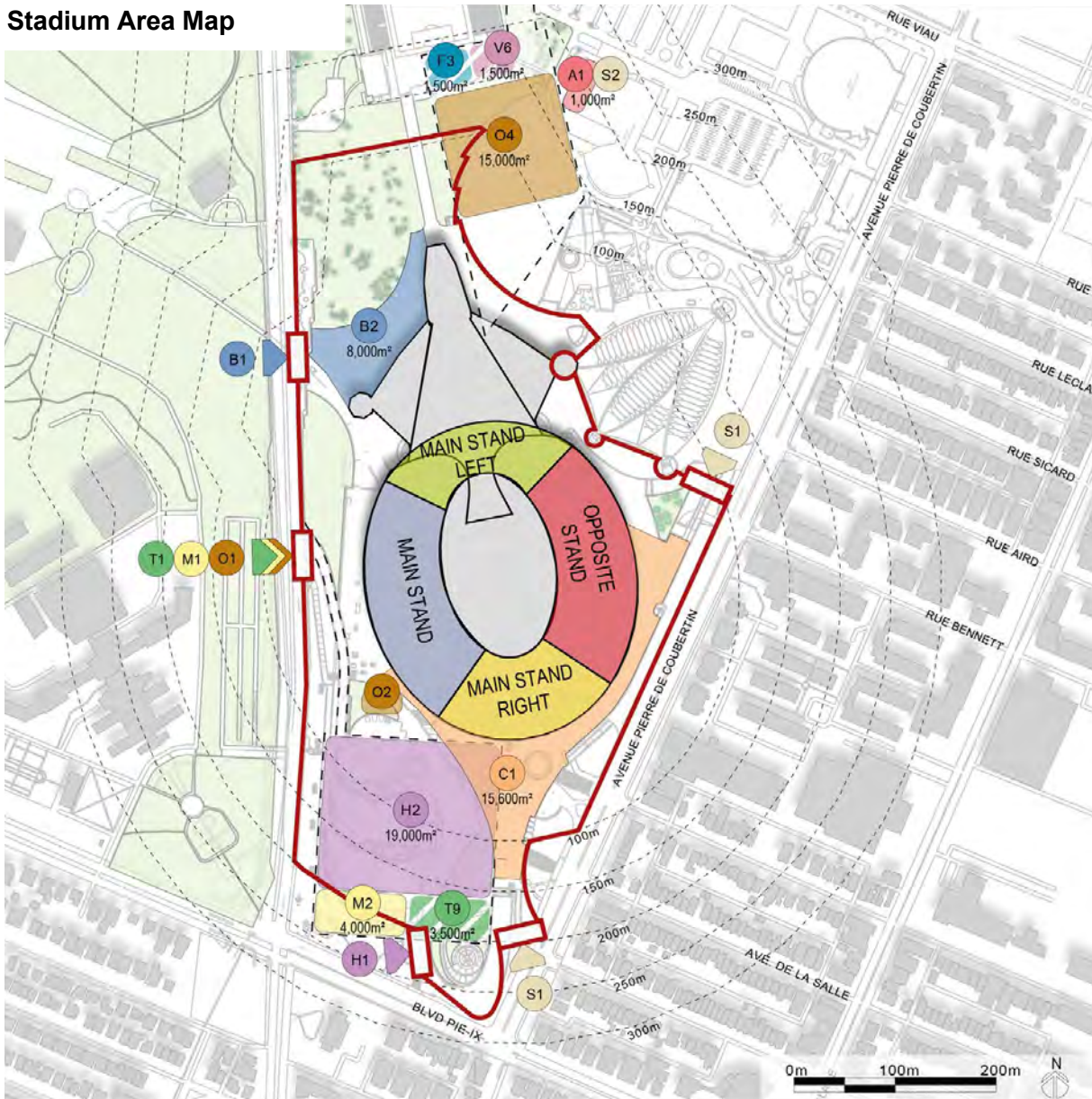
A natural grass field was installed in the stadium for the Montréal Impact vs. AC Milan match on 2 June 2010.


With a number of flexible configurations, Olympic Stadium was the host of Major League Baseball for over 25 years and continues to host annual exhibition games. The stadium regularly hosts world-class concerts, including Pink Floyd, U2, and Metallica, and unique events such as an address by His Holiness Pope Saint John Paul II.


At present, the city is about to undertake a USD \$250 million planned renovation of the stadium that will include an updated retractable roof structure, enhancements to the audio and video systems, new seating throughout the venue, and updated lighting and technology to bring the stadium into the modern era and make it one of the most up-to-date stadiums in North America.



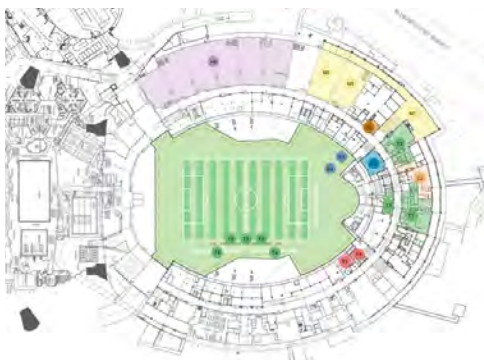
Stadium Area Map



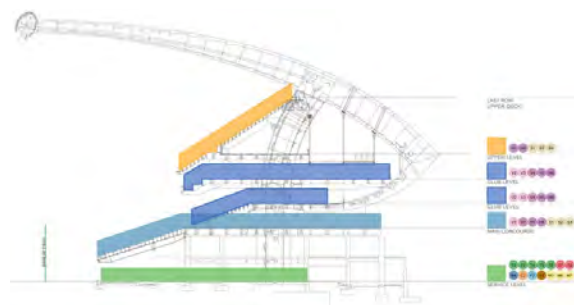
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Olympic Stadium
Location	4141 Pierre-de Coubertin Avenue, Montréal, QC H1V 3N7, Canada
Candidate Host City Name	Montréal, Québec
Year Constructed	1976
Stadium Owner	Government of Québec
Stadium Operator	Olympic Installations Board
Primary Tenant	Montréal Impact (MLS) and Montréal Alouettes (CFL)
Average Match Attendance for Primary Tenant	40,000

Stadium Capacity

Gross Capacity	55,822
Luxury Suite Quantity	34
Luxury Suite Capacity	1,161
Club Seats	0
Less Seat Kills (VIP and Media Tribune)	5,917
Forecasted FIFA World Cup™ Capacity	49,905

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	191 m x 99 m
Current Type of Pitch	Artificial turf
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	34,000 kVA
Number Grid Lines Feeding the Stadium	3 x 25 kV lines
Existing Floodlight Lux	1,750 lux
Giant Screens in the Stadium (Inside/Outside)	One (inside)

Accessibility

Number of Seats for Mobility Impaired	224 seats
Number of Men's Toilets	820 toilets
Number of Women's Toilets	398 toilets
Number of Accessible Toilets	Meets accessible code requirements

2026 FIFA World Cup™ Stadium Nashville Nissan Stadium

Located on the east bank of the Cumberland River, directly across the river from downtown Nashville, Nissan Stadium is the home of the Tennessee Titans (NFL). The multi-purpose stadium opened in 1999 and is owned by the Metropolitan Government of Nashville and Davidson County.

The stadium has been the regular host of the US Men's and Women's National Teams, as well as the Mexican National Team Tour in 2016. It also hosted a 2017 CONCACAF Gold Cup doubleheader of the USA vs. Panama and Martinique vs. Nicaragua, and the 2017 International Champions Cup match between Manchester City vs. Tottenham Hotspur, breaking the Tennessee state record for a football game attendance at 56,232. The stadium will also host the new MLS team

Year Constructed:	1999
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	69,722
Stage of Competition:	QF/3rd



NASHVILLE

Host venue for inaugural SheBelieves Cup for women's football.



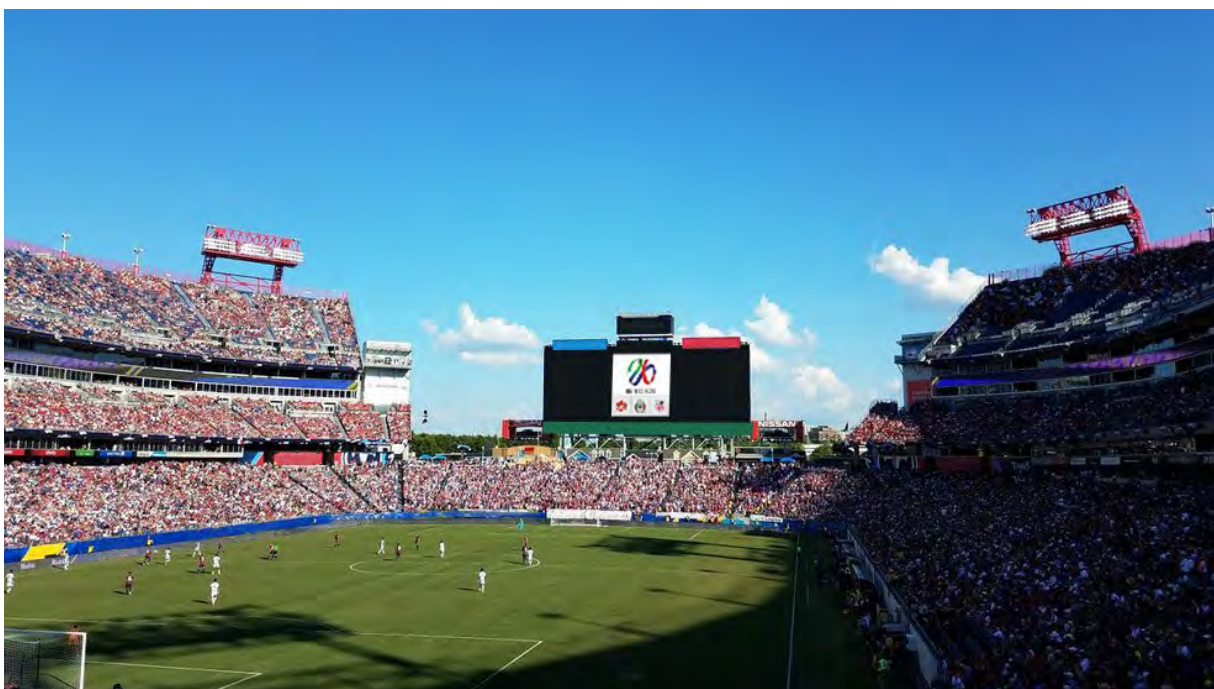
Nashville SC, who have moved their first home league game in their history to the Nissan Stadium due to such high local demand for tickets.

With a planned FIFA World Cup™ capacity approaching 70,000, Nissan Stadium offers a variety of superior guest services and amenities. The stadium features three levels of seating, with the lower bowl completely encompassing the field. The club and upper levels form the stadium's dual towers, rising above the lower bowl along each sideline. All of the stadium's luxury suites are located within the towers, including 177 private luxury

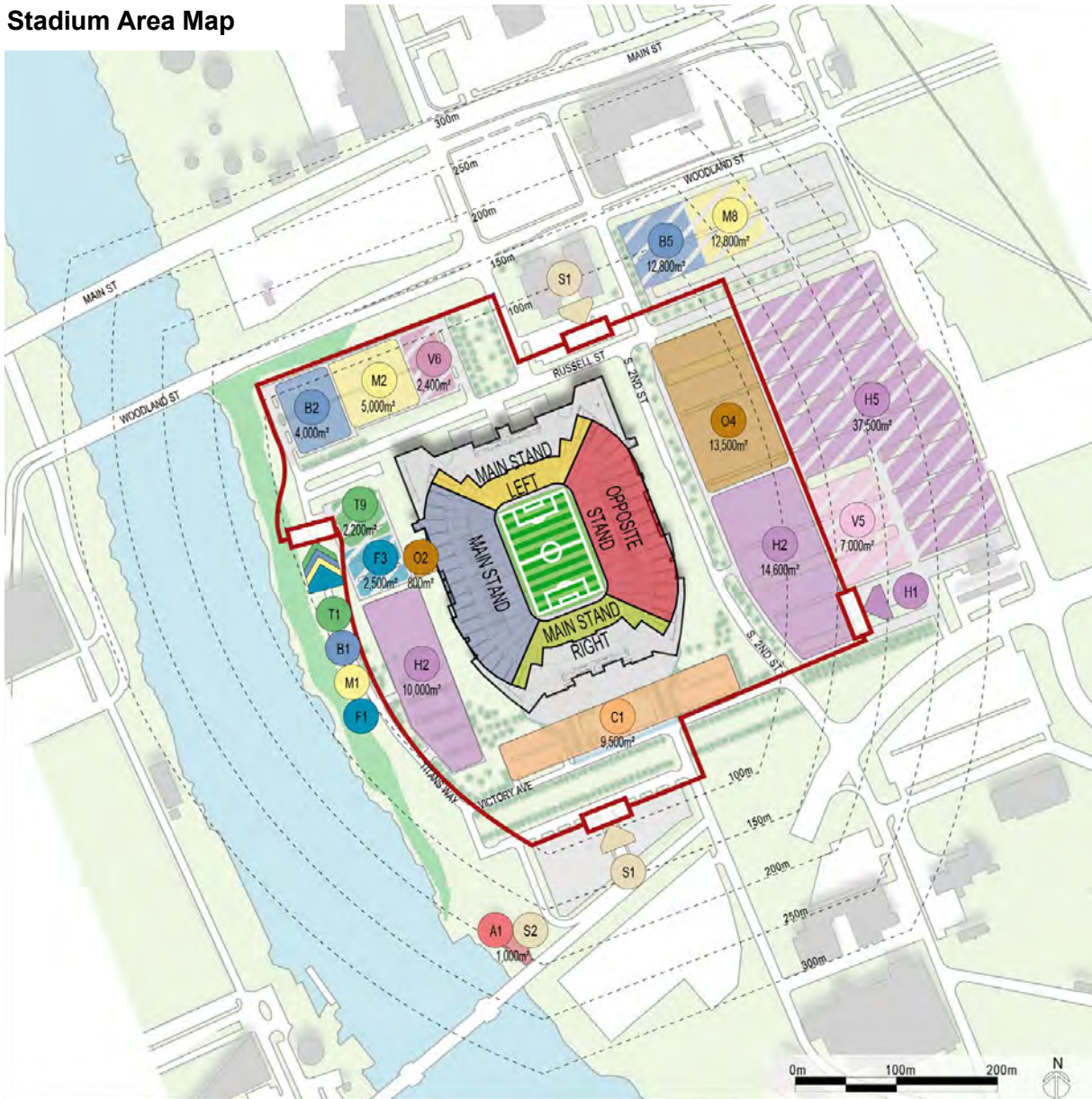
suites, a club seating area of 11,914 seats, and a climate-controlled, luxurious club section directly behind the seats on each side of the stadium.


The stadium has 7,500 parking spaces on site and is linked to downtown Nashville by a pedestrian walking bridge and two additional vehicular overpasses that handle traffic on game days.


Nashville's city center provides access to world-class music entertainment and first-class restaurants and hotels, and is within easy walking distance of Nissan Stadium.



Stadium Area Map



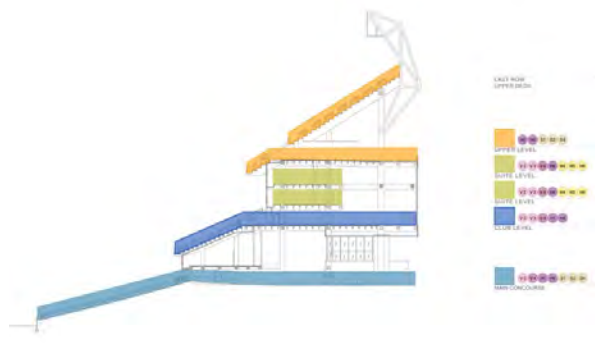
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Nissan Stadium
Location	1 Titans Way, Nashville, TN 37213, USA
Candidate Host City Name	Nashville, Tennessee
Year Constructed	1999
Stadium Owner	Nashville Metropolitan Government Sports Authority
Stadium Operator	Cumberland Stadium Inc.
Primary Tenant	Tennessee Titans (NFL), Tennessee State University (NCAA)
Average Match Attendance for Primary Tenant	63,500

Stadium Capacity

Gross Capacity	69,722
Luxury Suite Quantity	177
Luxury Suite Capacity	4,187
Club Seats	11,914
Less Seat Kills (VIP and Media Tribune)	7,224
Forecasted FIFA World Cup™ Capacity	62,498

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	124 m x 80 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	12,000 kVA
Number Grid Lines Feeding the Stadium	Two grid lines
Existing Floodlight Lux	1,550 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside); one (outside)

Accessibility

Number of Seats for Mobility Impaired	311 seats
Number of Men's Toilets	549 toilets
Number of Women's Toilets	426 toilets
Number of Accessible Toilets	104 toilets

2026 FIFA World Cup™ Stadium New York/New Jersey MetLife Stadium

MetLife Stadium, located in East Rutherford, New Jersey, is home to both the New York Jets and the New York Giants (NFL). The 87,157-seat stadium is one of the largest in the NFL and sets the standard for venue excellence with state-of-the-art technology, comfort, and amenities.

Hosting over 50 major events and 2 million guests annually, the MetLife Stadium staff are experts in operating world-class events and bringing fans a remarkable match day experience. Guests can enjoy the action live in the seating bowl or in one of the multiple VIP locations, which includes 222 luxury suites and five private clubs that are equipped with the most advanced technology, spacious accommodations, and luxurious amenities.

Year Constructed: **2010**
 Type of Stadium: **Existing**
 Main Use: **Multi-purpose**
 Legacy: **Football, NFL**
 FIFA World Cup™
 Gross Capacity: **87,157**
 Stage of Competition:
Opening/Final



New York/New Jersey

Received LEED New Construction 2.2 (2008).

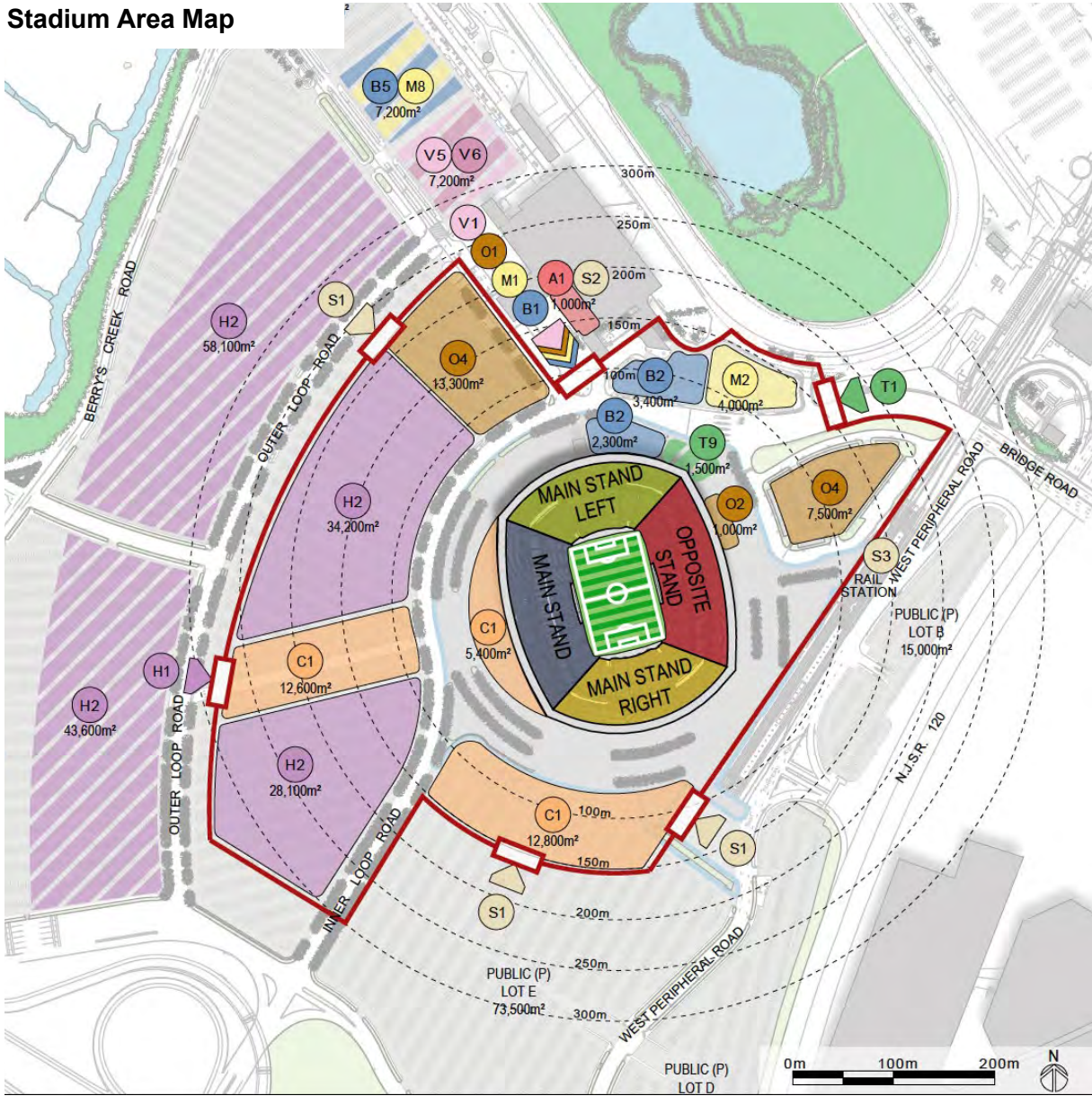



The New York/New Jersey region boasts a rich history of hosting major football tournaments, including the FIFA World Cup 1994™ (seven matches including a Semifinal) and the FIFA Women's World Cup 1999™ (Opening Ceremonies and a 1st-round match), both at the former Giants Stadium. Since opening in 2010, MetLife Stadium has hosted 23 international football matches, including friendlies featuring the national teams of the United States, Argentina, Brazil, Portugal, Republic of Ireland, Mexico, Ecuador, and Colombia, and major tournaments such as Copa America Centenario, CONCACAF Gold Cup, and International Champions Cup, all of which drew record-breaking crowds.

In 2016, MetLife Stadium hosted three Copa America Centenario matches, including a Quarterfinal and the Final. The tournament was the highest-attended Copa America in its 100-year history; over 1.5 million fans attended the 32 matches and 3.5 million fans engaged on social media. This tournament culminated at MetLife Stadium with Chile defeating Argentina on penalty kicks before a then venue record-breaking crowd of 82,026 fans. That attendance record was broken in 2017 when 82,104 fans witnessed FC Barcelona defeat Juventus FC in the International Champions Cup.



Stadium Area Map



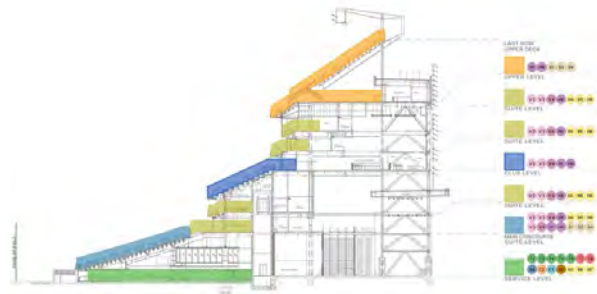
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	MetLife Stadium
Location	One MetLife Stadium Dr, East Rutherford, NJ 07073, USA
Candidate Host City Name	New York/New Jersey
Year Constructed	2010
Stadium Owner	New Meadowlands Stadium, LLC
Stadium Operator	New Meadowlands Stadium, LLC
Primary Tenant	New York Giants (NFL) and New York Jets (NFL)
Average Match Attendance for Primary Tenant	80,000

Stadium Capacity

Gross Capacity	87,157
Luxury Suite Quantity	222
Luxury Suite Capacity	6,413
Club Seats	9,500
Less Seat Kills (VIP and Media Tribune)	12,262
Forecasted FIFA World Cup™ Capacity*	74,895

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	115 m x 74 m
Current Type of Pitch	Artificial turf
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	14,300 kVA
Number Grid Lines Feeding the Stadium	Two grids
Existing Floodlight Lux	3,121 lux
Giant Screens in the Stadium (Inside/Outside)	Four (inside); 23 (outside)

Accessibility

Number of Seats for Mobility Impaired	436 seats
Number of Men's Toilets	833 toilets
Number of Women's Toilets	611 toilets
Number of Accessible Toilets	210 toilets

* The forecasted FIFA World Cup™ Capacity is only for the Open and Finals matches and is expected to be larger based on the principle design of the stadium. Net capacities for other matches during the FIFA World Cup™ range from 74,000 to 77,000.

2026 FIFA World Cup™ Stadium Orlando Camping World Stadium

Since opening its gates in 1936, Camping World Stadium has welcomed millions of fans to countless sporting events and concerts while serving as an iconic venue to an ever-growing Central Florida community.

Through the years, it has played host to diverse events including FIFA World Cup™ matches, Olympic football matches, WrestleMania, Monster Jam, rock concerts, numerous college American football games, and has served as the home pitch for Orlando City SC (MLS). Recent football events have included Copa America Centenario, the International Champions Cup match between Tottenham Hotspur and Paris Saint-Germain, and the US Women's National Team.

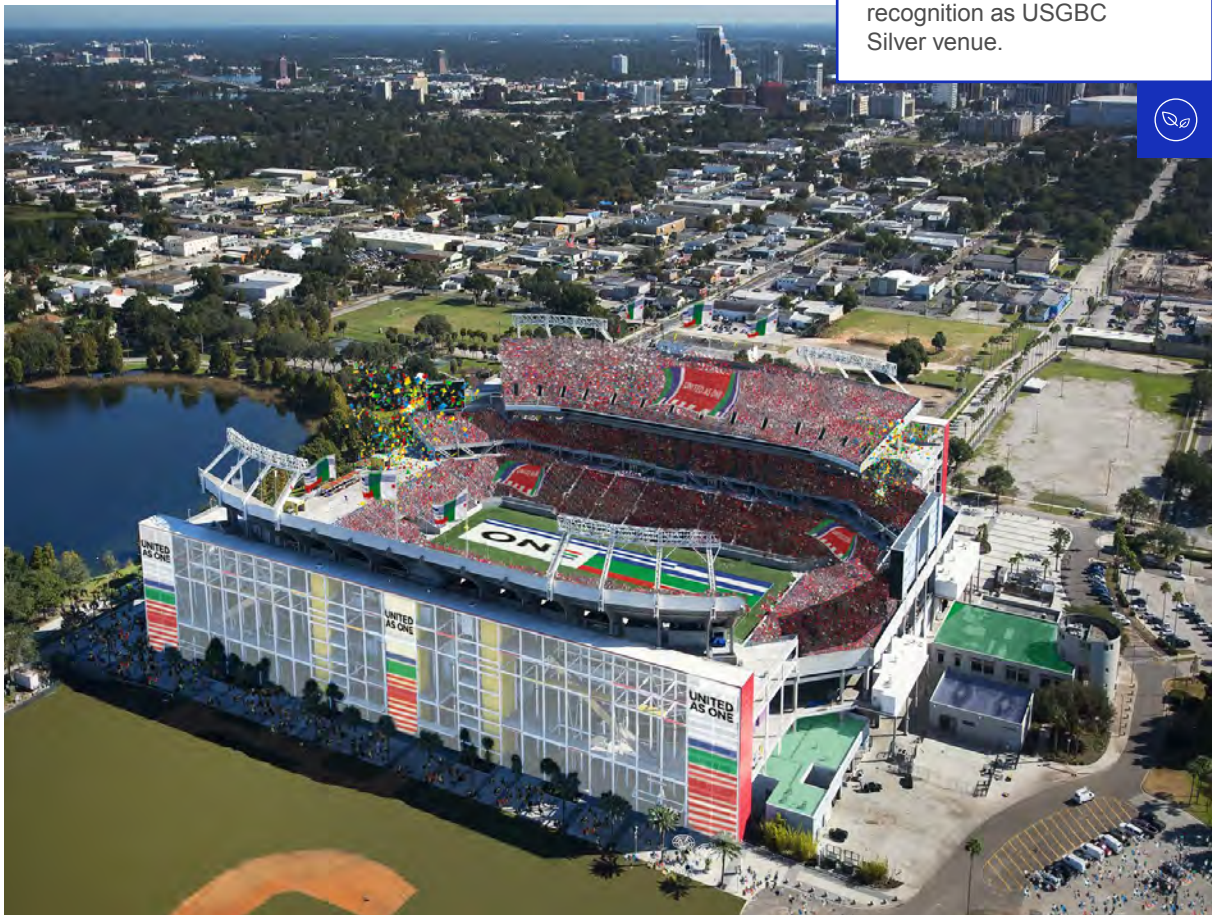
Women's football is taking root at Camping World Stadium, where the US Women's National Team defeated Brazil 3-1 with 32,869 spectators watching, the largest attendance for a

Year Constructed:	1936
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NCAA
FIFA World Cup™	
Gross Capacity:	65,000
Stage of Competition:	QF/3rd



ORLANDO

Camping World Stadium underwent a USD \$207 million renovation, earning recognition as USGBC Silver venue.



standalone US Women's game in Florida. In 2016, the Orlando Pride of the National Women's Soccer League broke the league attendance record before a crowd of 23,403 as they beat the Houston Dash 3-1.

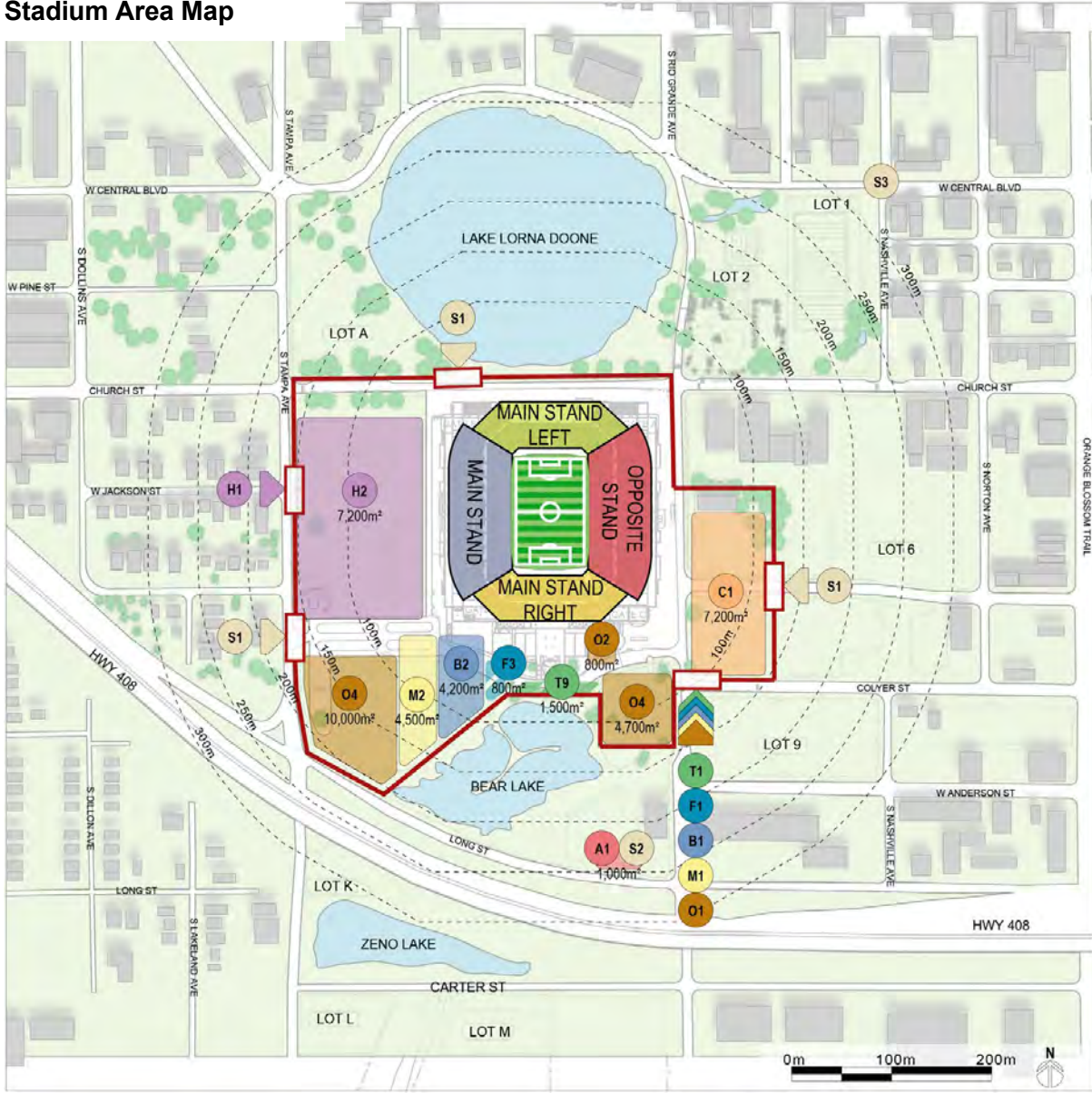
The historic venue underwent a comprehensive USD \$207 million reconstruction in 2014 which yielded 90% all-new construction and a completely modernized stadium. The numerous enhancements and amenities include 41,000 lower bowl seats with chair backs, two 360-degree concourses, multiple giant video displays, a 2,000 m² plaza deck, a vibrant


open-air exterior, and unique indoor and outdoor club spaces to serve 5,000 patrons. Camping World Stadium has a capacity of 65,000 and features 33 suites, along with three large hospitality suites.

Its sustainable design achieved a LEED Silver Certification for new construction from the U.S. Green Building Council. Since reconstruction, Camping World Stadium's ongoing green efforts include recycling of plastic and cardboard, composting, and food redistribution.



Stadium Area Map

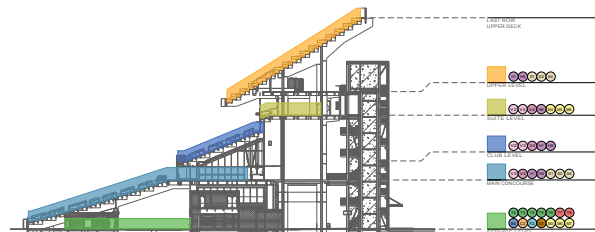
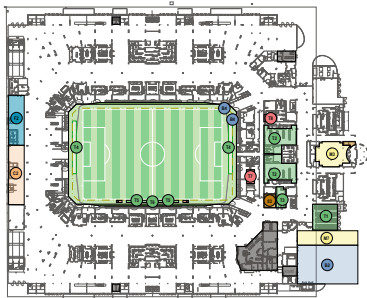


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Stadium Service Level

Stadium Cross Section



General Stadium Information

Stadium Name	Camping World Stadium
Location	1610 West Church St, Orlando, FL 32805, USA
Candidate Host City Name	Orlando, Florida
Year Constructed	1936
Stadium Owner	City of Orlando
Stadium Operator	Orlando Venues
Primary Tenant	NCAA, Various
Average Match Attendance for Primary Tenant	35,000

Stadium Capacity

Gross Capacity	65,000
Luxury Suite Quantity	33
Luxury Suite Capacity	782
Club Seats	2,000
Less Seat Kills (VIP and Media Tribune)	6,988
Forecasted FIFA World Cup™ Capacity	58,012

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	126 m x 76 m
Current Type of Pitch	Artificial turf
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	12,000 kVA
Number Grid Lines Feeding the Stadium	One grid
Existing Floodlight Lux	Four towers, 64 fixtures per tower totaling 256 fixtures at 100 watts per fixture
Giant Screens in the Stadium (Inside/Outside)	Three (inside); one (outside)

Accessibility

Number of Seats for Mobility Impaired	800 seats
Number of Men's Toilets	645 toilets
Number of Women's Toilets	619 toilets
Number of Accessible Toilets	103 toilets

Lincoln Financial Field is located in South Philadelphia, as part of the city's sports and entertainment district. With a capacity of 69,328, the stadium is home to the Philadelphia Eagles of the NFL.

Construction of Lincoln Financial Field began in May 2001, and less than 28 months later the stadium hosted it's first ever event, a sold-out football match between Manchester United and FC Barcelona. Since its opening in 2003, the stadium has hosted a variety of sports and entertainment events and has seen its share of football matches. From serving as a venue during the FIFA Women's World Cup 2003™, to playing host to numerous CONCACAF events, including the Gold Cup Final in 2015, it has proven to be an impressive football facility.

Year Constructed:	2003
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	69,328
Stage of Competition:	QF/3rd



PHILADELPHIA

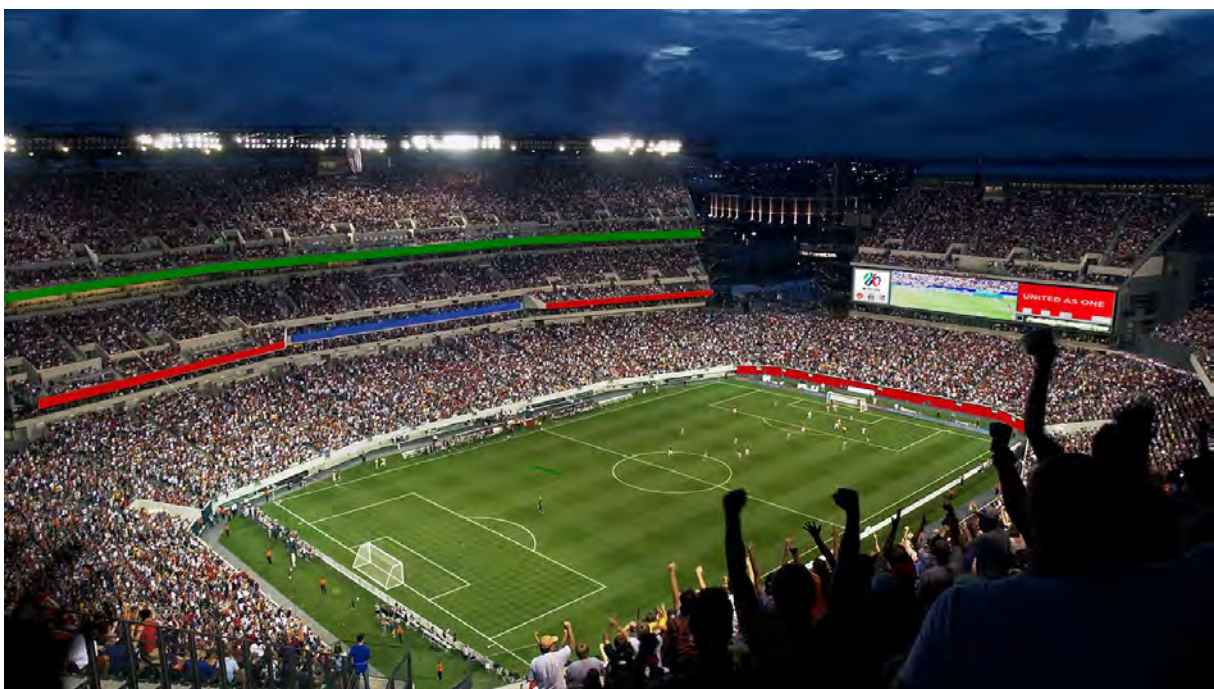
Over 11,000 solar panels have been installed as part of USGBC LEED Certified Silver certification.



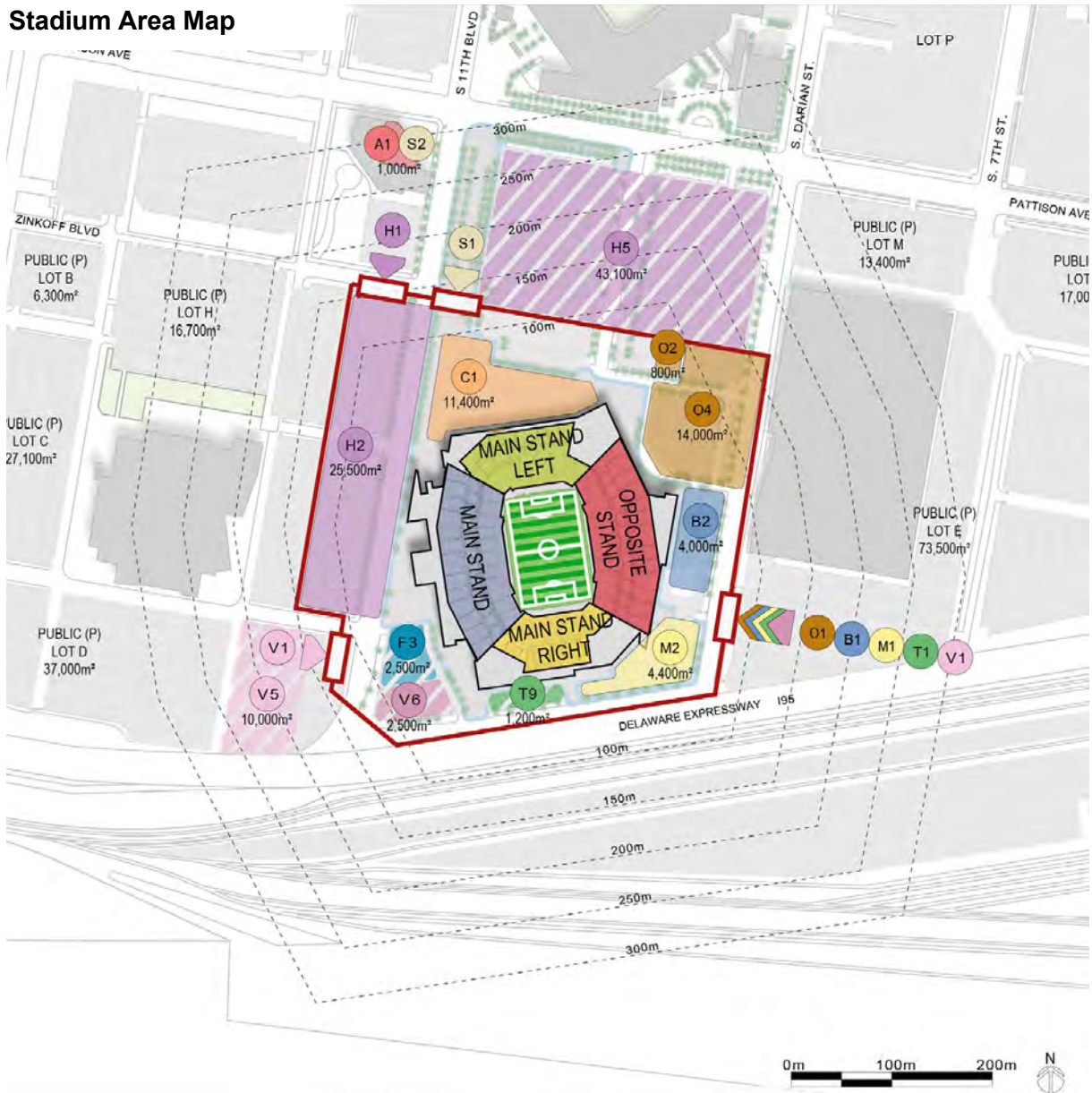
With a capacity in excess of 69,000 spectators, guests of Lincoln Financial Field enjoy the latest in technology with state-of-the-art video boards. There are 172 luxury suites that range in capacity from 12 to 40 people. The premium amenities throughout the club and suite levels retain stunning views of the city skyline, highlighted by a 9,200 m² stadium plaza and lobby, designed to emulate the architecture of old Philadelphia train stations which are used for pre- and post-event entertaining.

Lincoln Financial Field has made

significant strides to implement sustainable operations strategies. Its 11,000 solar panels and 14 micro wind-turbines generate more than four times the power consumed during a season of NFL home games. This was acknowledged in 2013 when Lincoln Financial Field was awarded the “greenest” NFL stadium to date. Currently LEED Silver certified, the stadium is in the final stages of obtaining ISO 20121 certification. The stadium is also a zero waste facility, directing virtually 100% of material, some 850 tons away from landfills each year, and composting nine tons of food waste since 2016.



Stadium Area Map



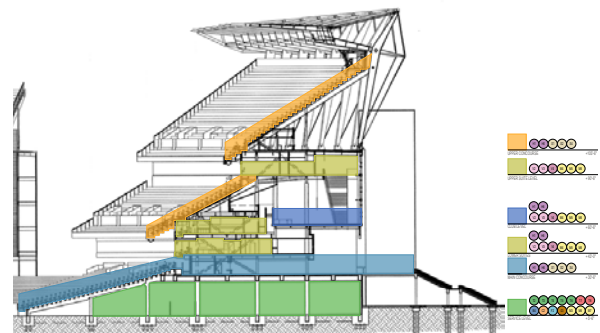
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See legend

Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Lincoln Financial Field
Location	1 Lincoln Financial Field Way, Philadelphia, PA 19145, USA
Candidate Host City Name	Philadelphia, Pennsylvania
Year Constructed	2003
Stadium Owner	Philadelphia Eagles, LLC
Stadium Operator	Philadelphia Eagles, LLC
Primary Tenant	Philadelphia Eagles (NFL)
Average Match Attendance for Primary Tenant	68,000

Stadium Capacity

Gross Capacity	69,328
Luxury Suite Quantity	172
Luxury Suite Capacity	4,187
Club Seats	8,480
Less Seat Kills (VIP and Media Tribune)	7,205
Forecasted FIFA World Cup™ Capacity	62,123

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	128 m x 79 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	13,200 v feed
Number Grid Lines Feeding the Stadium	Two grid lines
Existing Floodlight Lux	572 x 2,000 watt metal halide fixtures
Giant Screens in the Stadium (Inside/Outside)	2 (inside), 17 (outside)

Accessibility

Number of Seats for Mobility Impaired	392 seats
Number of Men's Toilets	879 toilets
Number of Women's Toilets	666 toilets
Number of Accessible Toilets	135 toilets

Since opening in 2014, Levi's Stadium has secured its place as the premier outdoor destination for sports and entertainment on the West Coast. Hosting more than 100 major events to date, including the 2017 CONCACAF Gold Cup Final, the venue has provided entertainment for fans across numerous platforms.

The venue has also hosted numerous international football matches, including national team games featuring Mexico, Chile, Argentina, and Iceland, as well as Manchester United, Real Madrid, and FC Barcelona. More recently, the Stadium hosted four matches throughout the Copa America Centenario, including the United States and Colombia in 2016.

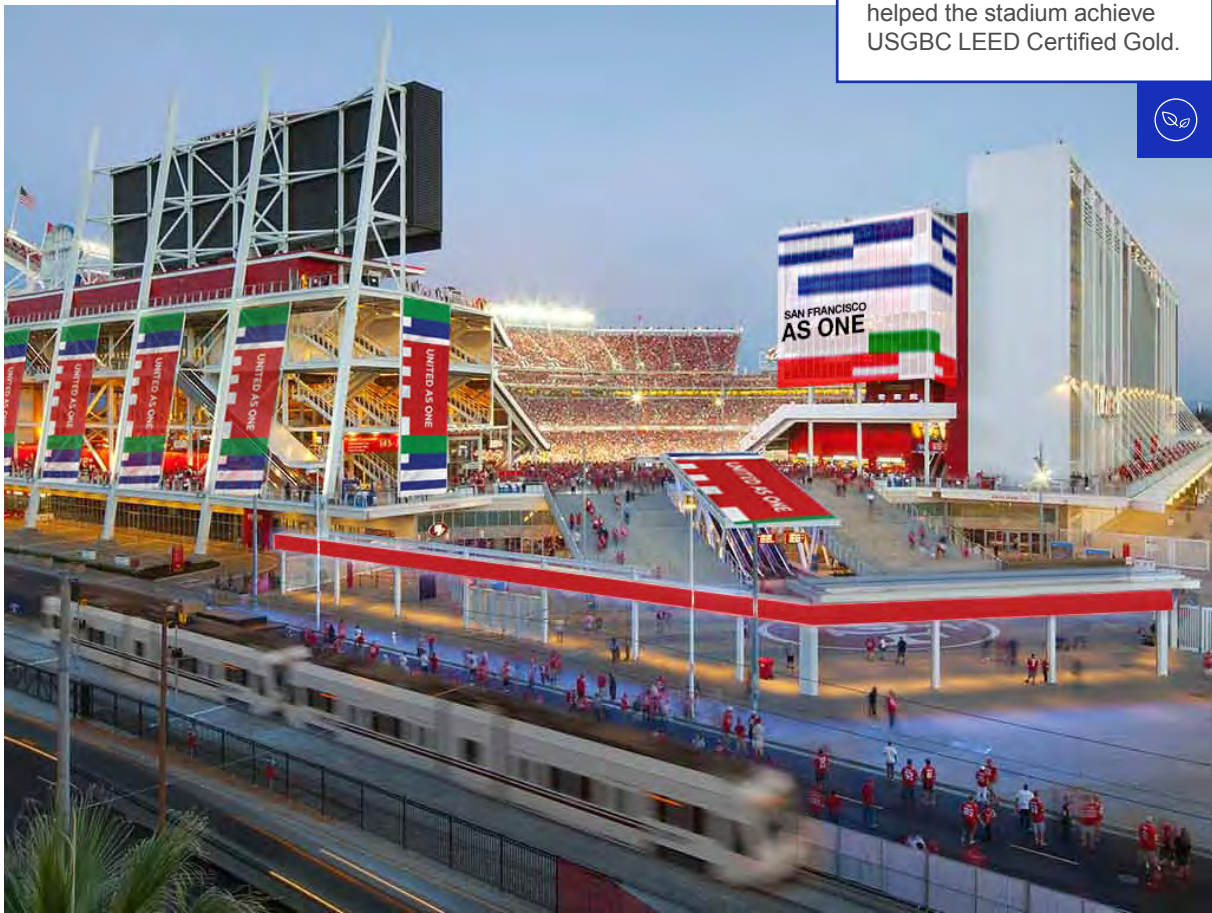
Located in Santa Clara, California, Levi's Stadium has ushered in a new generation of stadium design leveraging technology and sustainability to ensure a better experience for its guests and the community at large. Arguably the most

Year Constructed:	2014
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	70,909
Stage of Competition:	Semi-Final



SAN FRANCISCO

A 2,500 m² "green roof" helped the stadium achieve USGBC LEED Certified Gold.



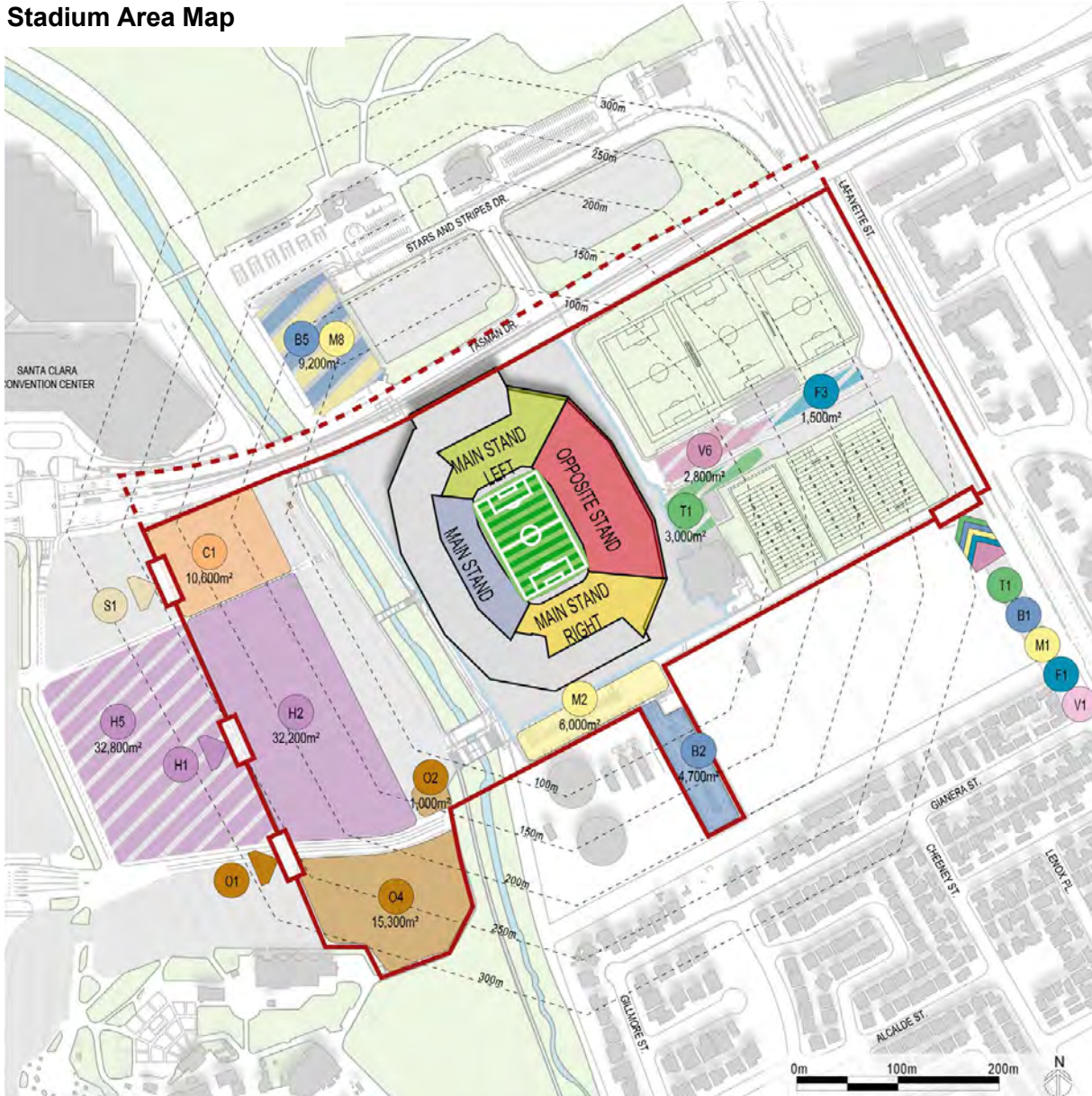
technologically advanced stadium in the world, Levi's Stadium features a best-in-class cellular and WiFi infrastructure with over 1,300 access points that allows fans to stay connected throughout their visit.

The home of the San Francisco 49ers (NFL), Levi's Stadium boasts a seating capacity of 68,500 with the ability to expand to more than 75,000 for special events. Overall, the stadium includes 171,870 m² of space and offers 9,000 club seats and 174 suites that provide a distinctively California experience.

In August 2014, Levi's Stadium became the first professional football stadium to open with LEED Gold certification for new construction, the recognized standard for measuring sustainability for design and construction. In July 2016, the venue achieved LEED Gold Certification for Operations and Maintenance of an Existing building – making it the first ever NFL stadium to be LEED Gold certified under the two respective rating systems.



Stadium Area Map



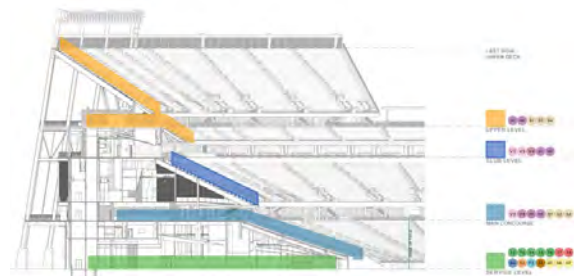
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	Levi's Stadium
Location	4900 Marie P. DeBartolo Way, Santa Clara, CA 95054, USA
Candidate Host City Name	San Francisco, California
Year Constructed	2014
Stadium Owner	Santa Clara, California
Stadium Operator	Forty Niners Stadium Management Company
Primary Tenant	San Francisco 49ers (NFL)
Average Match Attendance for Primary Tenant	68,500

Stadium Capacity

Gross Capacity	70,909
Luxury Suite Quantity	165
Luxury Suite Capacity	2,000
Club Seats	9,000
Less Seat Kills (VIP and Media Tribune)	9,711
Forecasted FIFA World Cup™ Capacity	61,198

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	122 m x 72 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	11 mW
Number Grid Lines Feeding the Stadium	2 grids
Existing Floodlight Lux	3,444 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside); two (outside)

Accessibility

Number of Seats for Mobility Impaired	900 seats
Number of Men's Toilets	687 toilets
Number of Women's Toilets	563 toilets
Number of Accessible Toilets	125 toilets

2026 FIFA World Cup™ Stadium Seattle CenturyLink Field

CenturyLink Field was designed with football in mind and is the premier stadium in the Pacific Northwest. As home of the Seattle Sounders FC (MLS) and the Seattle Seahawks (NFL), CenturyLink Field has also been a regular host of international matches since its opening in 2002. Along with hosting CONCACAF Gold Cup in 2005 and 2013, Manchester United, Chelsea FC, Celtic, Real Madrid, and the national teams of Brazil, Canada, China, Mexico, and Venezuela have all played matches at the stadium.

The famously loud and enthusiastic Seattle fans have made this one of the loudest stadiums in North America, with the seating decks and partial roof, both trapping and amplifying exceptional amounts of noise and reflecting it back onto the pitch. It is also a football-loving community; Sounders FC has one of the largest attendances in the league at over 43,000 at an average home game at CenturyLink Field.



Year Constructed:	2002
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	MLS, NFL
FIFA World Cup™	
Gross Capacity:	69,000
Stage of Competition:	QF/3rd

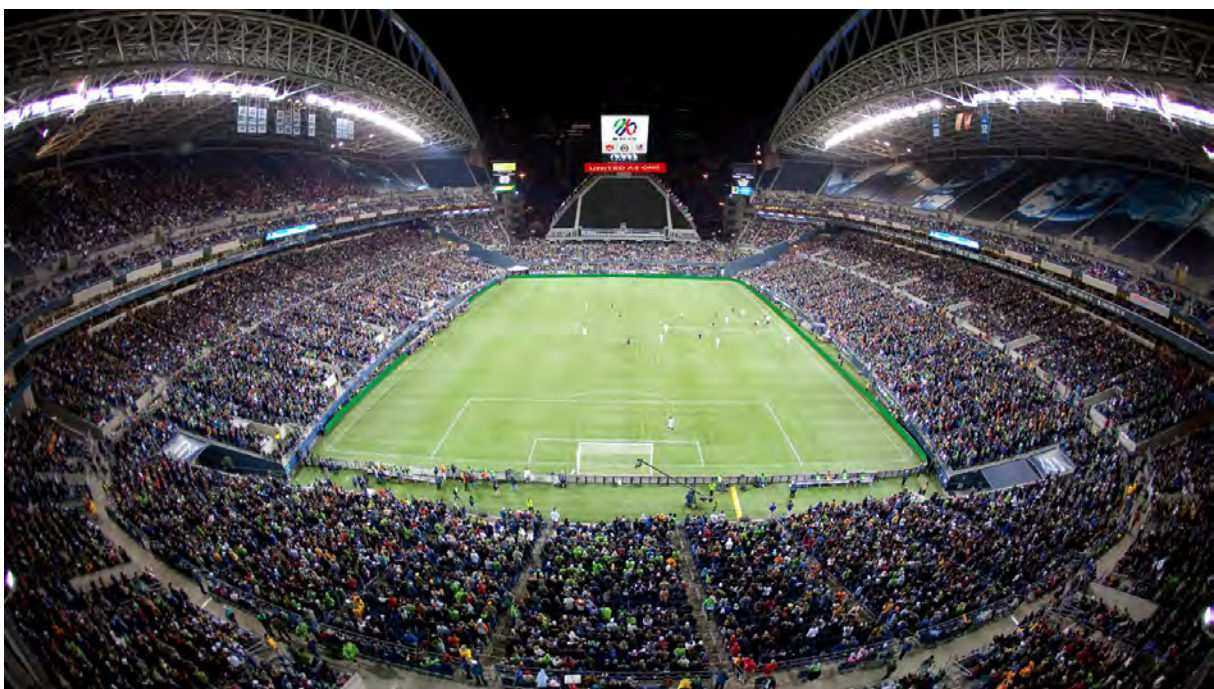


SEATTLE

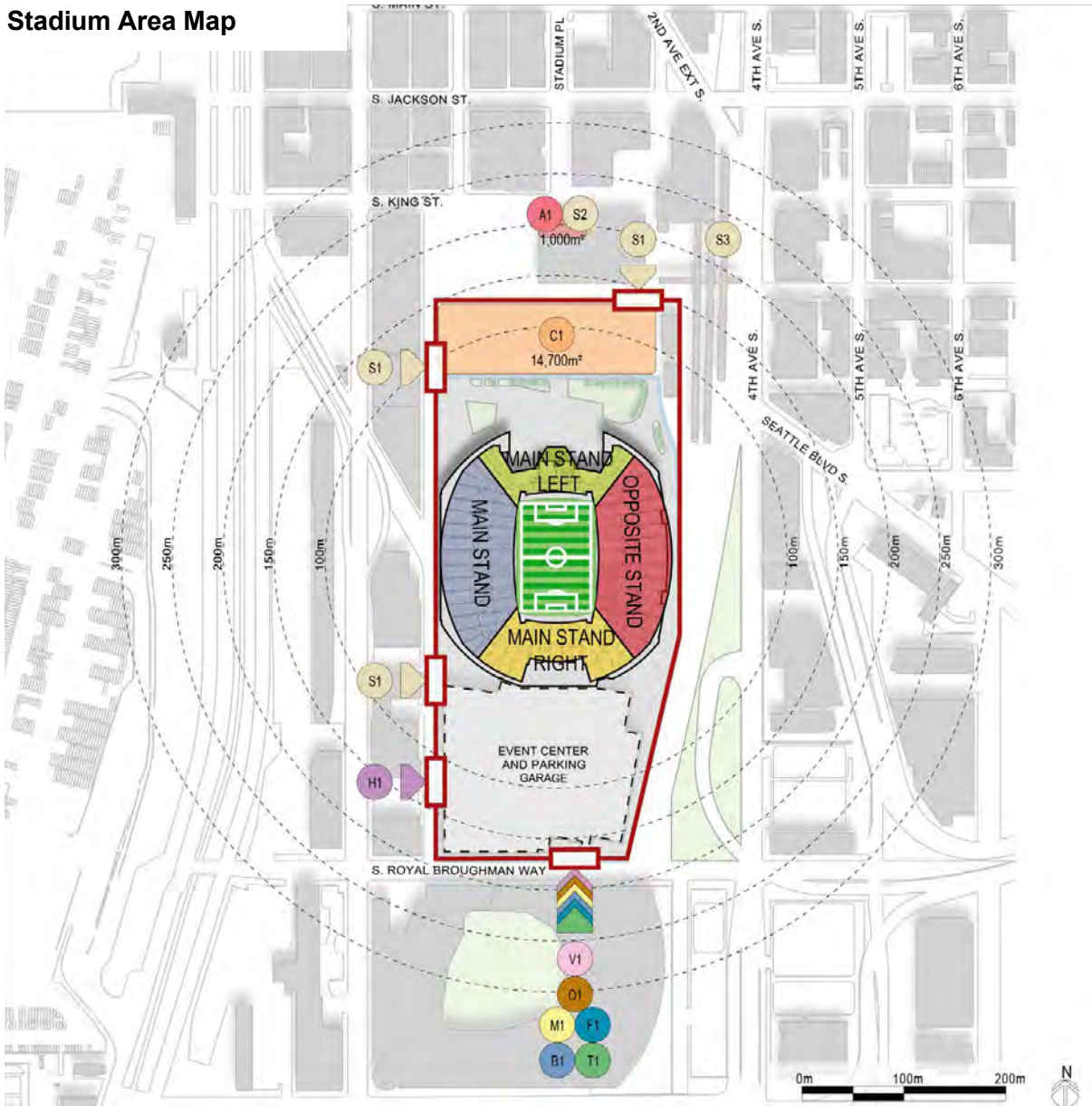
Seattle Sounders (MLS) averaged over 43,000 spectators during the 2017 season.


The open-air stadium features a proposed FIFA World Cup™ capacity of 69,000. 70% of the seats in the stadium are covered by a roof from the elements, and perfectly designed sight lines provide fans with clear and unobstructed views of the entire playing pitch. The facility features 120 executive suites and 2,700 m² of hospitality function space. Adjacent to the stadium is an 18,500 m² exhibition center which can also be converted into a 7,200-person theater space. Part of Seattle's Stadium District, CenturyLink Field is easily walkable from the downtown core, and is accessible via light rail and major highways.


A leader in sustainable operations, over 96% of waste generated at CenturyLink Field is either recycled or composted each year. The sustainability program is comprehensive, including construction of a solar array, implementation of utility conserving fixtures, and commitment to organic and responsibly harvested foods served in catering and concessions.



Stadium Area Map



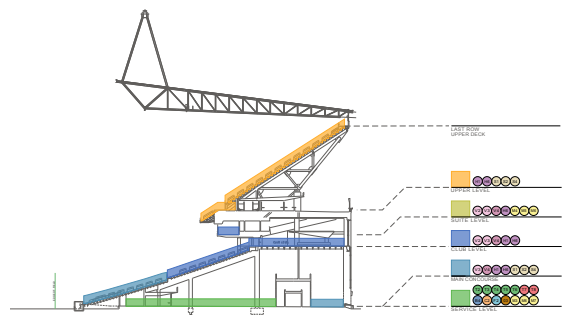
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	CenturyLink Field
Location	800 Occidental Ave S, Seattle, WA 98134, USA
Candidate Host City Name	Seattle, Washington
Year Constructed	2002
Stadium Owner	Washington State Public Stadium Authority
Stadium Operator	First & Goal Inc.
Primary Tenant	Seattle Sounders FC (MLS), Seattle Seahawks (NFL)
Average Match Attendance for Primary Tenant	69,000

Stadium Capacity

Gross Capacity	69,000
Luxury Suite Quantity	113
Luxury Suite Capacity	2,200
Club Seats	7,800
Less Seat Kills (VIP and Media Tribune)	7,188
Forecasted FIFA World Cup™ Capacity	61,812

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	129 m x 82 m
Current Type of Pitch	Artificial turf
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	10,000 kVA
Number Grid Lines Feeding the Stadium	Two grids
Existing Floodlight Lux	1,200 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside)

Accessibility

Number of Seats for Mobility Impaired	Meets code requirements
Number of Men's Toilets	135 toilets
Number of Women's Toilets	436 toilets
Number of Accessible Toilets	54 toilets

BMO Field, located in Toronto, Ontario, is a football-specific stadium designed for Toronto FC of the MLS, and shared with the Toronto Argonauts (CFL), and is recognized as Canada's national football stadium. Located on the grounds of Exhibition Place, the stadium is an anchor of Toronto's waterfront entertainment district, which includes an adjacent exhibit hall and indoor arena.

Since opening in 2007, the stadium has been a host to a number of major football events including the FIFA U-20 World Cup 2007™, FIFA U-20 Women's World Cup 2014™, 2015 CONCACAF Gold Cup, and the MLS Cup Final in 2010, 2016, and 2017. It has also hosted major events across a number of different sports including the National Hockey League's Centennial Classic in 2016 and the Canadian Football League's Grey Cup.

Year Constructed:	2007
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	MLS, CFL
FIFA World Cup™	
Gross Capacity:	45,500
Stage of Competition:	Round of 16



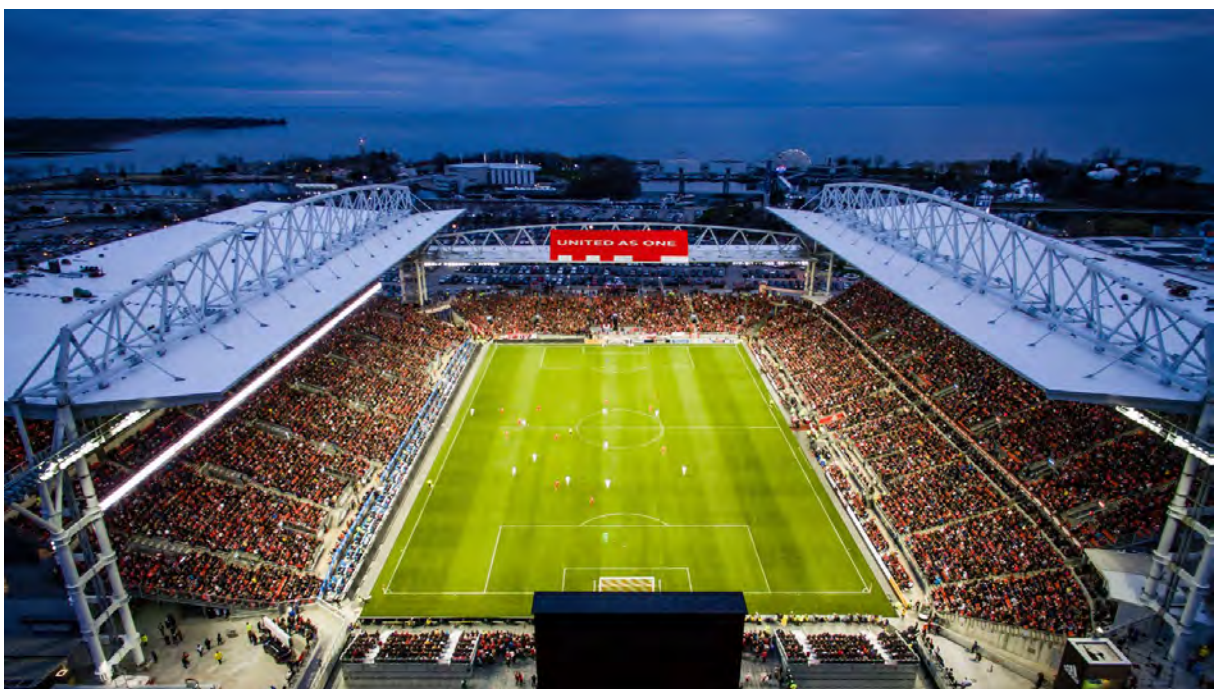
TORONTO

Built to host the FIFA U-20 World Cup Canada 2007™, BMO Field has also hosted three MLS Cup Finals.

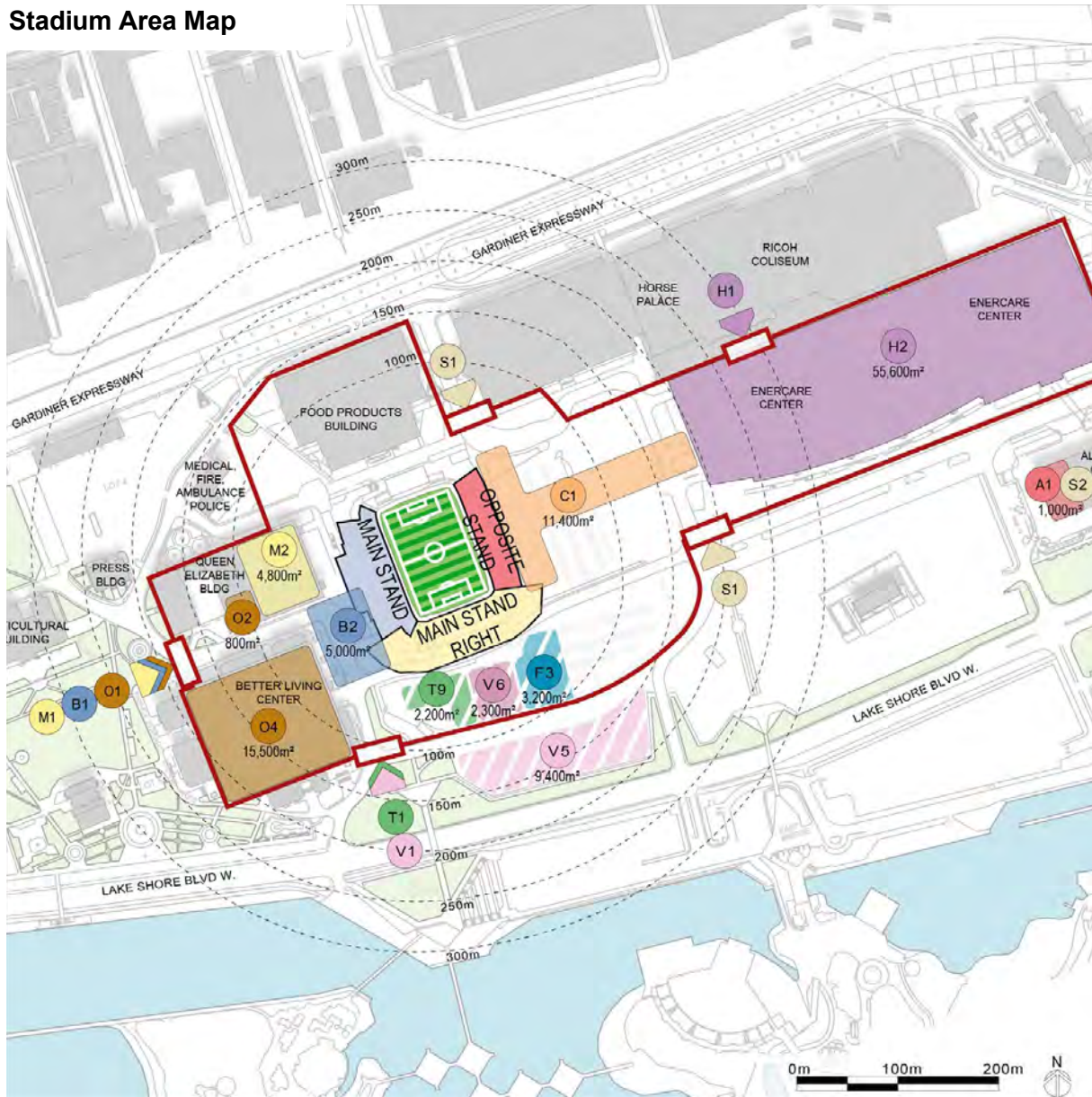



The state-of-the-art facility underwent a USD \$120 million renovation in 2015, adding 930 m² of state-of-the-art dressing rooms, the addition of 8,400 seats in the new East Grandstand upper deck, new standing room areas, 16 new suites, expansion of private clubs and premium spaces, a new larger HD videoboard, and a full-size canopy covering all seats with the exception of the North Grandstand. Construction was completed in phases over a two-year time period and was fully complete in 2016.

The stadium currently has a capacity of 28,560, with continued infrastructure and amenity upgrades planned prior to 2026. A planned expansion to accommodate additional seating and amenities enable a capacity increase to over 45,000 to accommodate the requirements of the tournament.



Stadium Area Map



 See legend

Stadium Service Level



Stadium Seating Bowl



General Stadium Information

Stadium Name	BMO Field
Location	170 Princes' Blvd, Toronto, ON M6K 3CS, Canada
Candidate Host City Name	Toronto, Canada
Year Constructed	2007
Stadium Owner	City of Toronto
Stadium Operator	Maple Leaf Sports & Entertainment
Primary Tenant	Toronto FC (MLS), Toronto Argonauts (CFL), Canada Soccer MNT, WNT
Average Match Attendance for Primary Tenant	27,647

Stadium Capacity

Gross Capacity	45,500
Luxury Suite Quantity	45
Luxury Suite Capacity	1,078
Club Seats	0
Less Seat Kills (VIP and Media Tribune)	5,400
Forecasted FIFA World Cup™ Capacity	40,100

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	122 m x 79 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	2,500 kVA
Number Grid Lines Feeding the Stadium	Two grid lines
Existing Floodlight Lux	2,798 lux
Giant Screens in the Stadium (Inside/Outside)	One (inside); one (outside)

Accessibility

Number of Seats for Mobility Impaired	270 seats
Number of Men's Toilets	210 toilets
Number of Women's Toilets	224 toilets
Number of Accessible Toilets	31 toilets

FedExField, home of the Washington Redskins (NFL), is located in Landover, Maryland on a 200-acre site, the largest in the National Football League and only fifteen minutes outside the United States' capital city. Privately financed at a cost of USD \$250 million, the venue was completed in a record 17 months and opened in September 1997. Its seating capacity has been expanded and reduced over recent years, with the current potential gross capacity at 70,659.

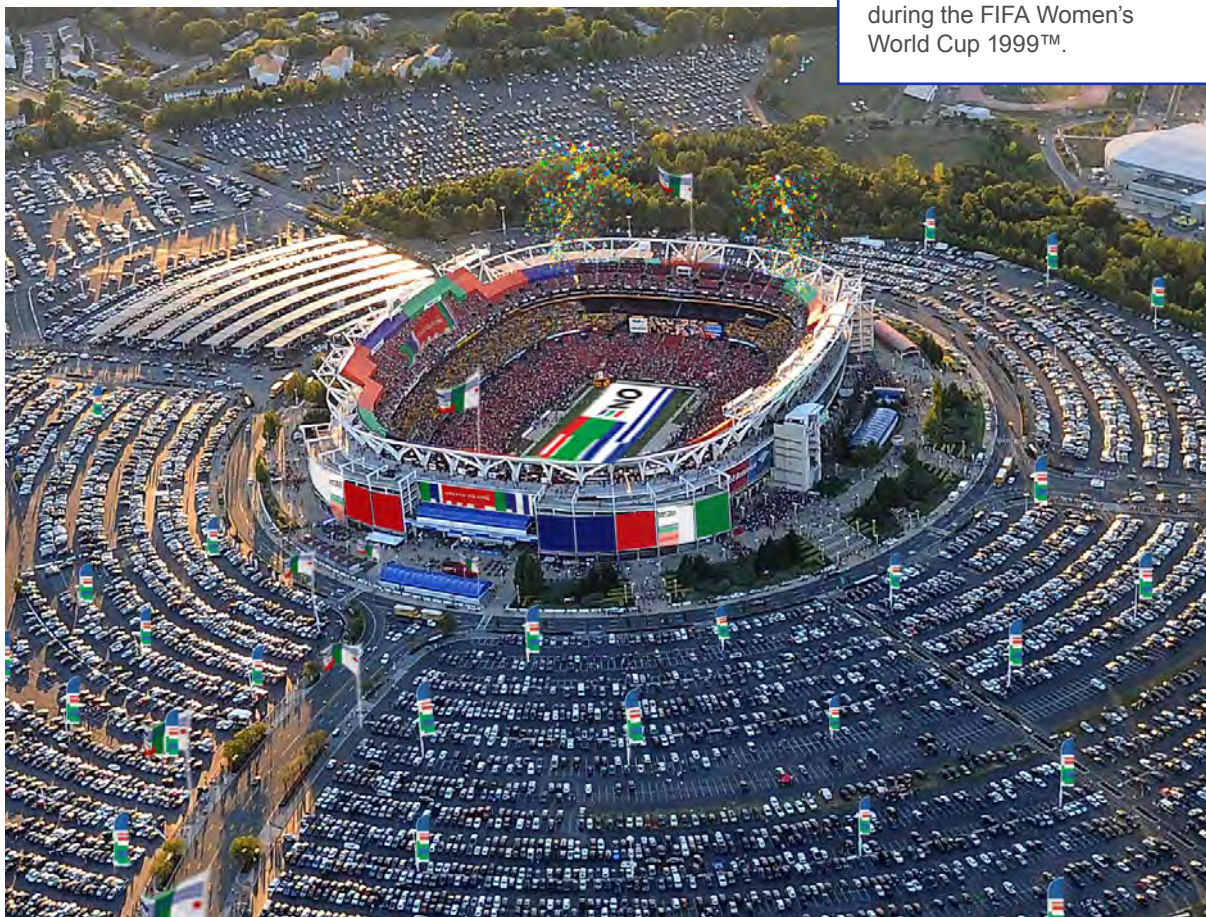
With five levels and over 67,000 permanent general admission seats, FedExField offers a wide variety of seating options and amenities, including 243 suites and over 15,000 club seats, including five rows of "Dream Seats" in the front row extending down to pitch level. Over USD \$100 million has been spent in recent years on a number of renovations and upgrades which have expanded hosting options, including end

Year Constructed:	1997
Type of Stadium:	Existing
Main Use:	Multi-purpose
Legacy:	Football, NFL
FIFA World Cup™	
Gross Capacity:	70,659
Stage of Competition:	Semi-Final



WASHINGTON, DC

Host venue for six matches during the FIFA Women's World Cup 1999™.



zone party decks, fan amenities, pitch view restaurants, and guest services. A 915 m long wind screen has been installed around the top of the stadium to improve fan comfort in the upper tier and a sophisticated radiant heating system has been installed on the box level.

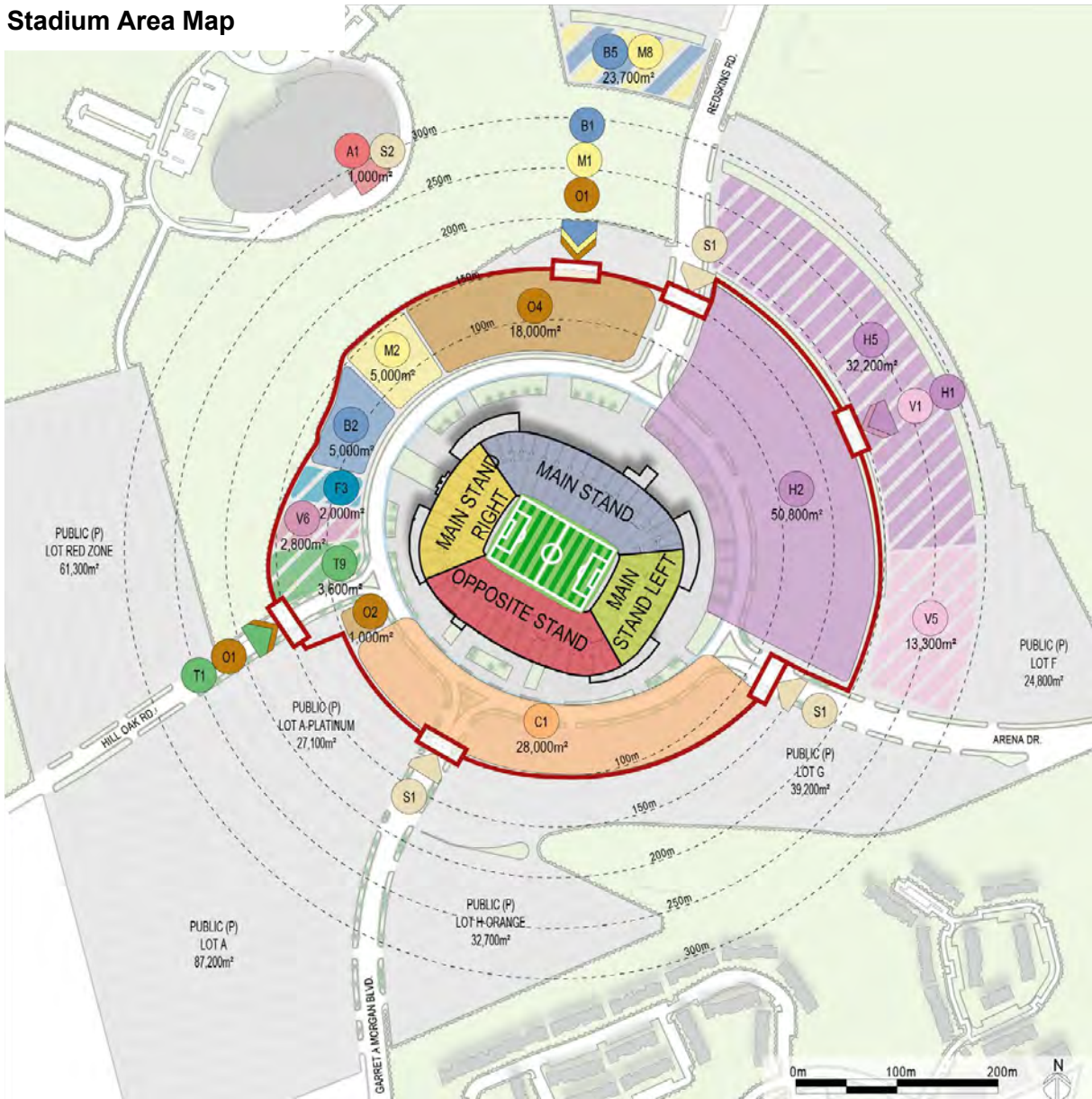
FedExField was a host venue for the FIFA Women's World Cup 1999™, staging six matches during the Competition. A regular host of international football, the stadium has seen national team matches, major club matches, and international friendlies. Most

recently in July 2017, Manchester United played FC Barcelona as part of International Champions Cup, with the Catalan giants winning 1-0 in front of 80,162 fans and Neymar scoring his last goal for FC Barcelona.

As an entertainment destination, the stadium has also hosted many international music acts, including the Rolling Stones, U2, Metallica, Coldplay, Guns N' Roses, and Bruce Springsteen.



Stadium Area Map



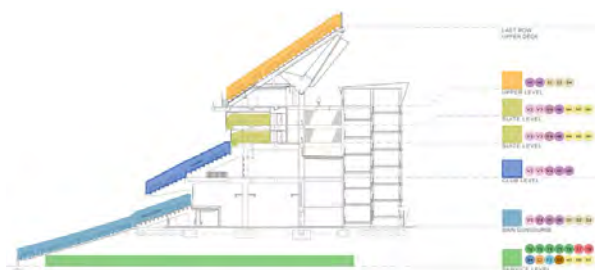
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Stadium Service Level



Stadium Cross Section



General Stadium Information

Stadium Name	FedExField
Location	1600 FedEx Way, Landover, MD 20785, USA
Candidate Host City Name	Washington, DC
Year Constructed	1997
Stadium Owner	WFI Stadium, Inc.
Stadium Operator	WFI Stadium, Inc.
Primary Tenant	The Washington Redskins
Average Match Attendance for Primary Tenant	67,792

Stadium Capacity

Gross Capacity	70,659
Luxury Suite Quantity	243
Luxury Suite Capacity	5,534
Club Seats	19,763
Less Seat Kills (VIP and Media Tribune)	9,698
Forecasted FIFA World Cup™ Capacity	60,961

Pitch

Field of Play Dimensions	105 m x 68 m
Field Area Dimensions	119 m x 78 m
Current Type of Pitch	Natural grass
FIFA World Cup™ Type of Pitch	Natural grass

Technical Infrastructure

Existing Available Stadium Grid Power	Four main electrical switchgear, each with two 3,000 amp 480/277 switches
Number Grid Lines Feeding the Stadium	Two grids
Existing Floodlight Lux	1,829 lux
Giant Screens in the Stadium (Inside/Outside)	Two (inside)

Accessibility

Number of Seats for Mobility Impaired	256 seats
Number of Men's Toilets	406 toilets
Number of Women's Toilets	458 toilets
Number of Accessible Toilets	100 toilets

9

TEAM AND REFEREE FACILITIES



A

B

C

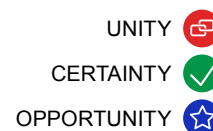
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E

9 Team and Referee Facilities



9 Team and Referee Facilities



The United Bid has secured 150 training facilities, providing FIFA and the team delegations a range of qualified facilities across our three countries that should please any coach, player, and referee participating in the 2026 FIFA World Cup™.

Our proposed locations reflect the reach of football in North America – extending beyond our Candidate Host Cities – and the depth of our capabilities to support the staging of this first ever 48-team FIFA World Cup™.

When teams arrive for training, they can find all the comforts of home – favorite foods (no need to bring them), local culture, places of worship, native language speakers (over 300 different languages are spoken here). At their matches, each team will play to capacity crowds with fans supporting both teams as their own.

The facilities will benefit from regular upgrades paid for by legacy tenants – a benefit that assures FIFA the best in class training environment for teams.

Venue-Specific Team Facilities: The 96 proposed venue-specific team hotels (VSTH) and venue-specific training sites (VSTS) provide FIFA with choice and flexibility. With a 16-stadium match schedule we would not expect any venue to host more than two teams at a time, allowing FIFA to choose from the four proposed options that best fit their criteria.

The list of options includes: MLS stadiums, Liga MX facilities, training sites for local professional football clubs, secluded locations at top universities, and more. All sites will meet FIFA's requirements, and in many cases offering additional amenities (e.g. fitness and physio centers attached to the locker rooms). All training sites have been matched with a 4 or 5-star hotel chosen with a focus on the comfort of the players.

Team Base Camp Facilities: With 23 Candidate Host Cities each offering four Venue Specific Training Sites, the United Bid offers FIFA more than the required number of sites. Once the final 16 Host Cities are selected, the United Bid will be able to keep the other Candidate Host Cities involved and engaged by making some of the potential Venue Specific Training Sites into Team Base Camps. This would increase the number of Team Base Camp options by as many as 32. In addition to the 52 specifically identified Team Base Camps outlined in our bid submission, the United Bid can already offer as many as 84 Team Base Camps. Before issuing the Team Base Camp Catalogue, the United Bid will work with FIFA to assess these Training Sites. We are confident that many additional sites could be added to our catalogue if we are chosen to host. Our three host nations offer sports facilities of all types, sizes and locations and with a mature



hospitality and hotel industry has an almost unlimited pool of facilities that would be strong options for Team Base Camps for the participating teams. All these facilities are existing sites or sites already under construction by private or public enterprises.

Referee Base Camp Facilities:

The United Bid suggests locating the Referee Headquarters in Dallas or Houston, Texas. Both options provide great training and accommodation facilities and have previously hosted Referee Headquarters during major tournaments. Texas is also centrally located in North America, making travel to/from matches as efficient and stress-free as possible. FIFA might also want to consider moving the Referee Headquarters during the later stages of the Competition to the east coast to further reduce the travel-times for the referees, depending on the final match schedule.

VENUE-SPECIFIC TEAM FACILITIES



A

B

C

D

E

9 Team and Referee Facilities



Atlanta United Training Center (1): Just recently completed, this football-specific facility offers six immaculate fields, at least three of which are natural grass. With additional opportunity for indoor training, this site offers the highest quality and convenience.

Training Site

Current Use	Professional football training
Distance to Team Hotel	9 km

Team Hotel

Renaissance Atlanta Waverly Hotel and Convention Center

Rating	3
No. of Rooms	492
Distance to Airport	26 km
Distance to Stadium	20 km

Pace Academy Riverview Sports

Complex: An impressive 23-acre complex, the Pace Academy Riverview Sports Complex offers a pristine grass field comprised of FIFA-regulated Bermuda grass that has hosted Men's and Women's football championship matches and training.

Training Site

Current Use	College athletics training
Distance to Team Hotel	23 km

Team Hotel

Loews Atlanta Hotel

Rating	4
No. of Rooms	414
Distance to Airport	18.6 km
Distance to Stadium	4 km

Georgia State University: Originally built for the 1996 Olympic Games, the Georgia State Stadium has since been consistently used by professional and national sports teams for both games and training.

Training Site

Current Use	College athletics training
Distance to Team Hotel	17 km

Team Hotel

Glenn Hotel, Autograph Collection

Rating	4
No. of Rooms	110
Distance to Airport	14 km
Distance to Stadium	1 km

Atlanta United Training Center (2): Given the size and quality of the Atlanta United Training Center, the complex will be separated into two distinct Venue-Specific Training Sites, ensuring separate locker rooms and facilities for both sites.

Training Site

Current Use	Professional football training
Distance to Team Hotel	16.9 km

Team Hotel

The St. Regis Hotel

Rating	5
No. of Rooms	151
Distance to Airport	29 km
Distance to Stadium	20 km

University of Maryland, Baltimore County

Updated in 2006, Retriever Soccer Park is a football-specific stadium that has hosted multiple Division I East Conference Championship games, and features state-of-the-art Bermuda grass and irrigation and drainage systems.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	12 km

Team Hotel

Hilton
Baltimore

Rating	4
No. of Rooms	757
Distance to Airport	19 km
Distance to Stadium	2 km

Goucher College: Utilized by the college's most advanced athletes, Gopher Stadium offers an immaculate Bermuda grass field that is competition ready with professional-level quality facilities.

Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	24 km

Team Hotel

Sagamore Pendry
Baltimore

Rating	4
No. of Rooms	128
Distance to Airport	18.4 km
Distance to Stadium	1.2 km

Towson University: A football-specific stadium built in 2011, the Tiger Soccer Complex is outfitted with Bermuda grass, bleachers that hold up to 600 spectators and team bench shelters.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	33 km

Team Hotel

Hyatt Regency
Baltimore Inner Harbor

Rating	4
No. of Rooms	488
Distance to Airport	17 km
Distance to Stadium	2 km

The Bob Lucido Fields at Covenant Park:

This football-specific sports complex is home to nine premium football fields and offers pristine grass playing surfaces, allowing it to host multiple national football events over the years.

Training Site

Current Use	Football training
Distance to Team Hotel	32 km

Team Hotel

Royal Sonesta Harbor
Court Baltimore

Rating	4
No. of Rooms	203
Distance to Airport	15.6 km
Distance to Stadium	1.4 km

Wellesley College: Made of top-quality grass and football-specific amenities, the Wellesley College football field is home to the school's Men's and Women's teams and houses a stand capacity of up to 500 fans.

Nobles and Greenough School: Nobles and Greenough School offers four first-class, football-specific fields, three of which are natural grass and near team locker rooms and other amenities.

Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	26 km

Team Hotel Taj Boston

Rating	4
No. of Rooms	273
Distance to Airport	6 km
Distance to Stadium	43 km

Training Site

Current Use	Football training
Distance to Team Hotel	21.8 km

Team Hotel Marriott Quincy

Rating	4
No. of Rooms	464
Distance to Airport	20.8 km
Distance to Stadium	23.6 km

New England Revolution Training Field:

Just recently completed in 2017, this brand-new facility was constructed specifically for MLS' New England Revolution and contains a world-class football field made of Bermuda grass with seating for 500.

Harvard University: The immaculately-kept grass field has been host to training sessions conducted by Argentina, Brazil, and the United States' Men's national teams, in addition to Liverpool FC and AS Roma within the last five years.

Training Site

Current Use	Professional Football Training
Distance to Team Hotel	51 km

Team Hotel Westin Copley

Rating	4
No. of Rooms	803
Distance to Airport	6 km
Distance to Stadium	51 km

Training Site

Current Use	Collegiate football training and matches
Distance to Team Hotel	6 km

Team Hotel Loews Boston Hotel

Rating	4
No. of Rooms	225
Distance to Airport	6 km
Distance to Stadium	43 km

University of Cincinnati: Gettler Stadium pitch is home to the University of Cincinnati Men's and Women's football teams, featuring a natural sod overlay and seating that can hold up to 1,400 fans.

Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	6.4 km

Team Hotel Renaissance Cincinnati

Rating	4
No. of Rooms	323
Distance to Airport	27 km
Distance to Stadium	9 km

Northern Kentucky University: The NKU football stadium provides a championship-caliber playing field that has hosted NCAA championship tournaments, and includes amenities such as coaches' offices, team and officials' locker rooms, a press box, and a media area.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	13.2 km

Team Hotel Embassy Cincinnati RiverCenter

Rating	4
No. of Rooms	226
Distance to Airport	22 km
Distance to Stadium	13 km

Xavier University: Xavier University Soccer Complex is equipped with first-class amenities and a natural sod overlay playing surface – a well-equipped and maintained facility fit to be a venue-specific training site.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	8 km

Team Hotel Hyatt Regency Cincinnati

Rating	4
No. of Rooms	491
Distance to Airport	28 km
Distance to Stadium	9 km

Mt. St. Joseph University: The Mount Sports Complex and Schueler Field, featuring a sod overlay playing surface, opened in 2004 and are home to MSJ Men's and Women's football teams for both practice and competitive play.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	14.5 km

Team Hotel Marriott RiverCenter

Rating	4
No. of Rooms	321
Distance to Airport	30.5 km
Distance to Stadium	12 km

Southern Methodist University: This 4,000-seat, grass pitch stadium is home to SMU Men's and Women's football. Westcott field was used during the FIFA World Cup 1994™, hosting the Netherlands, Germany, Bulgaria, and Sweden for training sessions.

Training Site

Current Use	Collegiate football matches
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Distance to Team Hotel	1.1 km
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Team Hotel

The Highland Dallas

Rating	4
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No. of Rooms	198
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Distance to Airport	DFW – 36.4 km DAL – 7.1 km
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Distance to Stadium	35.7 km
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Toyota Stadium (1): Toyota Stadium is a football-specific venue with a natural grass pitch and capacity of 20,500. It has hosted Inter Milan, as well as, the 2015 CONCACAF Gold Cup and the 2016 CONCACAF Women's Olympic Qualifier.

Training Site

Current Use	Professional football matches
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Distance to Team Hotel	39 km
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Team Hotel

Hilton DFW Lakes

Rating	4
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No. of Rooms	393
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Distance to Airport	DFW – 11 km DAL – 30.6 km
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Distance to Stadium	27 km
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MoneyGram Soccer Park (1): MoneyGram Park, a 19-field football complex, was created in partnership with MLS' professional team FC Dallas. This complex offers great natural grass playing surfaces that are of the utmost quality.

Training Site

Current Use	Professional football matches
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Distance to Team Hotel	14 km
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Team Hotel

Hilton Lincoln Center

Rating	4
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No. of Rooms	337
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Distance to Airport	DFW – 35 km DAL – 13.5 km
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Distance to Stadium	29.3 km
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MoneyGram Soccer Park (2): Because of the incredible quality and large number of fields within MoneyGram Park, the complex will serve as two separate Venue-Specific Training Sites. Fields three and four will be dedicated to MoneyGram Park (2).

Training Site

Current Use	Professional football training
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Distance to Team Hotel	14.5 km
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Team Hotel

Westin Galleria

Rating	4
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No. of Rooms	380
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Distance to Airport	DFW – 26 km DAL – 14.2 km
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Distance to Stadium	39.5 km
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University of Denver: The Denver University Pioneer Field is a football-specific facility containing two immaculate grass fields and stadium seating. Home to the school's Division I Men's and Women's football teams, this venue would be a great VSTS.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	5.3 km

Team Hotel

JW Marriott Denver Cherry Creek

Rating	4
No. of Rooms	196
Distance to Airport	42 km
Distance to Stadium	8.7 km

Dick's Sporting Goods Park (1): Grass fields 16 and 18 will be dedicated to Dick's Sporting Goods (1), allowing for more than sufficient space between this and the other two VSTS locations.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	16.2 km

Team Hotel

Hyatt Regency Denver at Colorado Convention Center

Rating	4
No. of Rooms	1,100
Distance to Airport	42 km
Distance to Stadium	3.3 km

Dick's Sporting Goods Park (2): This complex offers 22 full-size, fully lit grass fields – Fields Two and Four will be associated with Dick's Sporting Goods Park (2). The venue is home to MLS' Colorado Rapids and has hosted FIFA World Cup™ Qualifying matches.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	14 km

Team Hotel

Brown Palace

Rating	4
No. of Rooms	241
Distance to Airport	37 km
Distance to Stadium	4 km

Dick's Sporting Goods Park (3): Given the size of Dick's Sporting Goods Park, the facility has been divided into two separate Venue-Specific Training Sites. Fields 20 and 22 will be the grass fields associated with Dicks Sporting Goods Park (3).

Training Site

Current Use	Professional football matches
Distance to Team Hotel	16 km

Team Hotel

Four Seasons Hotel Denver

Rating	5
No. of Rooms	239
Distance to Airport	40 km
Distance to Stadium	24 km

University of Alberta: Foote Field is a multi-purpose sports facility that contains two separate natural grass pitches – the East Field being a fully lit stadium that serves as home for the University of Alberta Men’s football team.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	7 km

Team Hotel Hyatt Place

Rating	4
No. of Rooms	289
Distance to Airport	31 km
Distance to Stadium	9 km

Henry Singer Park: Henry Singer Park maintains the state-of-the-art Bill Gilhespy Soccer Centre for Edmonton’s most elite football association teams to use. Sporting natural grass and regulation-size dimensions, these fields rival all facilities in the area.

Training Site

Current Use	Football training
Distance to Team Hotel	12 km

Team Hotel Fairmont Hotel Macdonald

Rating	4
No. of Rooms	216
Distance to Airport	31 km
Distance to Stadium	12 km

Victoria Soccer Club: Victoria Soccer Club fields offer a gorgeous grass pitch with a stand capacity of 500, that matches professional standards and expectations regarding athletic facility quality.

Training Site

Current Use	Football training
Distance to Team Hotel	11 km

Team Hotel The Westin

Rating	4
No. of Rooms	428
Distance to Airport	31 km
Distance to Stadium	11 km

Coronation Park: Coronation Park Sports Fields is in Edmonton, Alberta, offering top-notch grass fields for Edmonton’s best football stars and teams to practice and play competitive matches.

Training Site

Current Use	Football training
Distance to Team Hotel	6 km

Team Hotel Matrix

Rating	4
No. of Rooms	204
Distance to Airport	30 km
Distance to Stadium	7 km

Club Atlas Colomos: Club Atlas Colomos complex offers two high-quality grass football fields. With a capacity of over 1,500, this complex allows for Mexico's biggest football fans to watch professional teams prepare for competitive matches.

Training Site

Current Use	Professional football training
Distance to Team Hotel	5 km

Team Hotel Grand Fiesta Americana

Rating	4
No. of Rooms	257
Distance to Airport	26.5 km
Distance to Stadium	15 km

Club TECOS AC: Club TECOS AC sports fields, associated with said professional football club, offers two world-class grass football fields whose facilities are often utilized by the professional team's staff and players for training sessions.

Training Site

Current Use	Professional football training
Distance to Team Hotel	1.6 km

Team Hotel Holiday Inn Express Autonomía

Rating	4
No. of Rooms	199
Distance to Airport	26 km
Distance to Stadium	8.7 km

Club Chivas San Rafael: Built in 2004, Club Chivas San Rafael football complex frequently hosts the professional football team, Chivas, who train on the two full-size, professional-grade and pristine grass pitches.

Training Site

Current Use	Professional football training
Distance to Team Hotel	13.7 km

Team Hotel Hotel Hilton

Rating	5
No. of Rooms	450
Distance to Airport	21 km
Distance to Stadium	25 km

ITESO: Built in association with the prestigious Mexican university, ITESO football facilities are top-notch, sporting manicured grass fields and acting as host to collegiate and elite athletics year-round.

Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	18 km

Team Hotel Hotel W

Rating	4
No. of Rooms	221
Distance to Airport	20 km
Distance to Stadium	18 km

BBVA Compass Stadium: BBVA Compass Stadium is world-class stadium that is home to MLS' Houston Dynamo and NWSL's Houston Dash. Both the United States Men's and Women's National Teams recently made use of this impressive stadium.

Training Site

Current Use	Professional football training
Distance to Team Hotel	16.3 km

Team Hotel Omni Houston Hotel

Rating	4
No. of Rooms	378
Distance to Airport	26 km
Distance to Stadium	16.3 km

City of Houston Design Build Training

Site: To be completed in 2022, this Design Build Training Site will offer the finest football facilities, including two grass fields, athletic facility amenities and a stand capacity of up to 750 fans.

Training Site

Current Use	N/A
Distance to Team Hotel	N/A

Team Hotel TBD based upon site location

Rating	N/A
No. of Rooms	N/A
Distance to Airport	N/A
Distance to Stadium	N/A

Houston Sports Park: Houston Sports Park is the Houston Dynamo's training ground, made up of multiple natural grass fields to be used by the Houston community for football, American football, rugby, lacrosse, and more.

Training Site

Current Use	Professional football training
Distance to Team Hotel	22 km

Team Hotel The Westin Galleria

Rating	4
No. of Rooms	893
Distance to Airport	26 km
Distance to Stadium	12.3 km

Harris County Design Build Training Site:

Scheduled to open in 2023, the Harris County Design Build Training Site will feature two athletic fields, with one made of natural grass, as well as field night lighting and stand capacity for 750.

Training Site

Current Use	N/A
Distance to Team Hotel	N/A

Team Hotel TBD based upon site location

Rating	N/A
No. of Rooms	N/A
Distance to Airport	N/A
Distance to Stadium	N/A

Children’s Mercy Training Center at Swope

Soccer Village: This facility features nine total fields, two of which are natural-grass pitches for MLS’ Sporting Kansas City. The venue has hosted major NCAA Division I, II and III competition matches.

Training Site

Current Use	Professional football training
Distance to Team Hotel	10 km

Team Hotel

Intercontinental Kansas City at the Plaza

Rating	4
No. of Rooms	346
Distance to Airport	46 km
Distance to Stadium	10 km

Kansas City Chiefs Practice Facility:

Built in 2010, this complex is home to NFL’s Kansas City Chiefs. Containing state-of-the-art facilities and two beautifully-kept grass fields, this facility is immaculate and impressive.

Training Site

Current Use	Professional American Football training
Distance to Team Hotel	12 km

Team Hotel

The Fontaine

Rating	4
No. of Rooms	132
Distance to Airport	45 km
Distance to Stadium	1 km

Children’s Mercy Park: Children’s Mercy Park is a football-specific stadium and home to MLS’ Sporting Kansas City. The facility hosted the MLS All-Star Game, the United States Men’s National Team, and the MLS Cup all in 2013.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	24 km

Team Hotel

Loews (Opening 2020)

Rating	5
No. of Rooms	800
Distance to Airport	36 km
Distance to Stadium	36 km

Park University: The 1,500-seat Julian Field is home to Park University Men’s and Women’s football, and has hosted Manchester United’s youth clinic and professional matches and practices for the Canadian Women’s National Team.

Training Site

Current Use	Collegiate football training and matches
Distance to Team Hotel	16 km

Team Hotel

21C (Opening 2018)

Rating	5
No. of Rooms	120
Distance to Airport	19 km
Distance to Stadium	29 km

Banc of California Stadium: Banc of California Stadium is a football-specific stadium built for MLS' LAFC, and will play host to Track and Field events and Men's and Women's football during the 2028 Summer Olympics.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	17.7 km

Team Hotel

Ritz-Carlton
Marina del Rey

Rating	5
No. of Rooms	304
Distance to Airport	9 km
Distance to Stadium	41 km

StubHub Center (1): StubHub Center is a multi-use sports complex home to MLS' LA Galaxy. With an air stadium capacity of 27,000, it holds the 2nd largest football-specific stadium in MLS, and is surrounded by eight professional-grade grass fields.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	25 km

Team Hotel

InterContinental
LA Downtown

Rating	4
No. of Rooms	889
Distance to Airport	25.5 km
Distance to Stadium	18 km

StubHub Center (2): Given the size, quality and impressive nature of the StubHub Center, this site will be used as two Venue-Specific Training Site, organized to provide sufficient, distinct space for both team occupants.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	23.8 km

Team Hotel

JW Marriott
LA Live

Rating	5
No. of Rooms	878
Distance to Airport	26.5 km
Distance to Stadium	19.1 km

Los Angeles Memorial Coliseum: This Los Angeles stadium features a pristine Bermuda grass pitch and has hosted multiple Division I Men's and Women's football games. The venue will play host during the 2028 Olympic Games held in Los Angeles.

Training Site

Current Use	Professional American Football matches
Distance to Team Hotel	24.1 km

Team Hotel

The Westin
Pasadena

Rating	4
No. of Rooms	350
Distance to Airport	46 km
Distance to Stadium	3.3 km

Pumas La Cantera: Home to the Mexican League football club, Club de Fútbol Universidad Nacional A.C., Pumas La Cantera is an elite-level football complex offering five different venues for competition, at least two of which are natural grass.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	15 km

Team Hotel

Royal Pedregal Hotel

Rating	5
No. of Rooms	314
Distance to Airport	27 km
Distance to Stadium	8.8 km

Centro de Alto Rendimiento, Federación Mexicana de Fútbol: Centro de Alto Rendimiento is a world-class athletics facility with two natural grass football-specific pitches that are utilized by Mexico's Liga MX and elite national teams.

Training Site

Current Use	Professional football training
Distance to Team Hotel	0.5 km

Team Base Camp Hotel

Centro de Alto Rendimiento, Federacion Mexicana de Futbol

Rating	5
No. of Rooms	54
Distance to Airport	35 km
Distance to Stadium	10 km

La Nueva Casa del Fútbol: La Casa Nueva de Fútbol is a football-specific complex that offers five immaculate fields, a stand capacity of up to 2,000 and the opportunity for field night lighting.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	35 km

Team Hotel

Radisson Paraiso Perisur Hotel

Rating	5
No. of Rooms	240
Distance to Airport	26.2 km
Distance to Stadium	6.5 km

Club América: Club América is an incredible athletic facility that offers three natural grass, professional-grade football fields used daily by the professional Mexican football club that has ownership of the complex.

Training Site

Current Use	Professional football training
Distance to Team Hotel	On-site

Team Base Camp Hotel

Club America

Rating	4
No. of Rooms	24
Distance to Airport	25 km
Distance to Stadium	2 km

Barry University: Buccaneer Field offers top-quality football facilities and its outdoor training center features two lighted, well-groomed Bermuda grass fields, a two-story press box, a new scoreboard and seating for 1,500 fans.

Training Site

Current Use	Collegiate football matches
Distance to Team Hotel	12 km

Team Hotel Turnberry Isle Resort and Club

Rating	5
No. of Rooms	398
Distance to Airport	25 km
Distance to Stadium	19 km

Florida International University: Florida International University football complex offers four pristine, top of the line football fields for use. Sporting three full grass fields, this facility has been selected to host national collegiate play.

Training Site

Current Use	Collegiate football matches
Distance to Team Hotel	10 km

Team Hotel Doral Resort & Spa

Rating	5
No. of Rooms	643
Distance to Airport	9.5 km
Distance to Stadium	27 km

St. Thomas University: Bobcat Field at St. Thomas University offers two incredible grass fields in addition to full-size locker rooms and a stand capacity of up to 1,000 viewers.

Training Site

Current Use	Collegiate football matches
Distance to Team Hotel	28 km

Team Hotel Fountainebleau Miami Beach

Rating	5
No. of Rooms	1,504
Distance to Airport	16 km
Distance to Stadium	28 km

Future MLS Miami Team Training Site (1):

To be completed in 2021, the Future MLS Miami Team Training Site will hold two natural grass, football-specific pitches alongside the highest quality amenities that match professional athletic standards.

Training Site

Current Use	Professional football training
Distance to Team Hotel	N/A

Team Hotel TBD based upon site location

Rating	N/A
No. of Rooms	N/A
Distance to Airport	N/A
Distance to Stadium	N/A

ITESM: The athletic facilities at ITESM Mexico City are second to none, containing three natural grass fields and two high-quality locker rooms for elite athletes to use while training.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	12.5 km

Team Hotel

Holiday Inn
Monterrey Norte

Rating	5
No. of Rooms	195
Distance to Airport	30 km
Distance to Stadium	13.4 km

San Roberto International School Campus

San Agustin: San Roberto International School Campus in Monterrey, Mexico features two football pitches that promote high-level athletics and have been consistently used by the best athletes at the university.

Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	0.9 km

Team Hotel

SAFI Royal Luxury
Valle

Rating	5
No. of Rooms	220
Distance to Airport	34.3 km
Distance to Stadium	13.8 km

Universidad de Monterrey: These conveniently located grass football fields serve as training ground for Universidad de Monterrey's committed, elite athletic teams and student body.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	5.2 km

Team Hotel

Best Western Hotel
Valle Real

Rating	4
No. of Rooms	90
Distance to Airport	39.5 km
Distance to Stadium	21 km

Irish Institute: The Irish Institute presents a pristine natural grass football field of regulation dimensions and accompanied by world-class amenities fit to meet the needs of any team.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	0.45 km

Team Hotel

Quinta Real

Rating	4
No. of Rooms	165
Distance to Airport	32.2 km
Distance to Stadium	13.5 km

Complexe sportif Marie-Victorin: Complexe sportif Marie-Victorin allows football players to train on the natural grass pitch and appreciate the surrounding facilities, which are of the utmost quality.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	22 km

Team Hotel Ritz-Carlton or Loews

Rating	5
No. of Rooms	129
Distance to Airport	18.3 km
Distance to Stadium	7.5 km

Complexe sportif Claude-Robillard: Built for the 1976 Montréal Summer Olympics, the Complexe sportif Claude-Robillard is a massive sports complex featuring numerous football fields. Since hosting the Summer Olympics, the complex has hosted MLS' Montreal Impact.

Training Site

Current Use	Football training
Distance to Team Hotel	10 km

Team Hotel Sofitel Montréal Golden Mine

Rating	5
No. of Rooms	258
Distance to Airport	20 km
Distance to Stadium	10 km

Stade de Soccer de Montréal: The Stade de soccer de Montréal was opened in 2015, and is a 470-acre ecological park where individuals may train utilizing various sport facilities including a full-size, professional-grade football field.

Training Site

Current Use	Football training
Distance to Team Hotel	20 km

Team Hotel W Montréal

Rating	5
No. of Rooms	152
Distance to Airport	20 km
Distance to Stadium	9.5 km

Centre Nutrilait: Just opened in 2016, Centre Nutrilait is where MLS' Montreal Impact trains on two state-of-the-art, natural grass fields and use world-class quality facilities.

Training Site

Current Use	Professional football training
Distance to Team Hotel	8 km

Team Hotel Ritz-Carlton or Loews Hotel Vogue

Rating	5
No. of Rooms	142
Distance to Airport	18.3 km
Distance to Stadium	7.5 km

Trevecca Nazarene University: Located at Trevecca Nazarene University, numerous grass football-specific fields allow for collegiate athletes to compete under artificial lights and in front crowds of up to 300 viewers.

Training Site

Current Use	Collegiate football matches
Distance to Team Hotel	2 km

Team Hotel

The Hermitage Hotel

Rating	5
No. of Rooms	120
Distance to Airport	15 km
Distance to Stadium	2 km

Future MLS Stadium: Housing a natural grass, professional-grade field, this future MLS Nashville stadium is expected to be host to both professional and international soccer games during its lifetime.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	6 km

Team Hotel

TBD based upon site location

Rating	N/A
No. of Rooms	N/A
Distance to Airport	N/A
Distance to Stadium	N/A

Lipscomb University: Located just outside of Nashville, Lipscomb is an NCAA Division I school whose facility features an incredible, natural grass football-specific field that is prepared to host international play.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	7.5 km

Team Hotel

Hutton Hotel

Rating	4
No. of Rooms	248
Distance to Airport	5 km
Distance to Stadium	2 km

Future MLS Nashville SC Training

Facilities: Still in the process of construction, the Nashville SC Training Facilities will be grass fields that enable the professional football players and competitive youth academies to train on pitches of the highest quality.

Training Site

Current Use	Professional football training
Distance to Team Hotel	6 km

Team Hotel

TBD based upon site location

Rating	N/A
No. of Rooms	N/A
Distance to Airport	N/A
Distance to Stadium	N/A

Red Bull Arena: Red Bull Arena is a football-specific stadium, home to MLS' Red Bulls, that has hosted FIFA World Cup™ Qualifying matches, International Champions Cup matches, and teams like AS Roma, Tottenham Hotspur, Ecuador, and Costa Rica.

Training Site

Current Use	Professional football training
Distance to Team Hotel	13 km

Team Hotel W Hoboken

Rating	4
No. of Rooms	223
Distance to Airport	17 km
Distance to Stadium	13 km

New York City Football Club Training

Center: Home to the MLS professional team NYFCFC, these training grounds provide beautiful grass pitches built for the singular purpose of professional football training.

Training Site

Current Use	Professional football training
Distance to Team Hotel	30 km

Team Hotel Teaneck Marriot at Glenpoint

Rating	4
No. of Rooms	346
Distance to Airport	29 km
Distance to Stadium	11 km

Red Bull Training Center: This training facility is home to MLS' New York Red Bulls and its Academy teams, and has hosted teams such as Inter Milan, and the Argentinian, Irish, Serbian, Greek, and Colombian national teams.

Training Site

Current Use	Professional football training
Distance to Team Hotel	14 km

Team Hotel Short Hills Hilton

Rating	4
No. of Rooms	304
Distance to Airport	20 km
Distance to Stadium	20 km

Pingry School (1): The well-kept, grass fields on Pingry's campus hosted the Italian National Team prior to the FIFA World Cup 1994™. Restored in 2013, these pitches have maintained their elite-level quality and reputation.

Training Site

Current Use	Football training
Distance to Team Hotel	41.5 km

Team Hotel Courtyard by Marriott West Orange

Rating	4
No. of Rooms	131
Distance to Airport	26.7 km
Distance to Stadium	25.1 km

Lake Sylvan Training Site: Sylvan Lake Park offers state-of-the-art equipment that includes 1,400 m² of conference and training space, locker rooms, and six full-size football fields, four of which have lights for night play.

University of Central Florida: Costing nearly USD \$1.2 million, the UCF Soccer and Track Complex was opened in 2011 and can host nearly 2,000 fans around its two football-specific fields made of natural grass.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	5 km

Team Hotel

Westin Lake Mary
Orlando North

Rating	4
No. of Rooms	253
Distance to Airport	58 km
Distance to Stadium	30.6 km

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	27.4 km

Team Hotel

Marriott Orlando
Downtown

Rating	4
No. of Rooms	297
Distance to Airport	20 km
Distance to Stadium	3.2 km

Orlando City Stadium: Orlando City Stadium is home to MLS' Orlando City FC, and was designed to create the loudest and most exciting atmosphere in Major League Soccer, with North America's only safe-standing supporter section.

Lake Nona Training Site: Located in the Lake Nona Sports & Performance District, this new campus for Orlando City Soccer Club will feature a training facility containing two immaculate grass fields and the capacity for field night lighting.

Training Site

Current Use	Professional football matches
Distance to Team Hotel	0.5 km

Team Hotel

Sports and Entertainment
District Hotel

Rating	4
No. of Rooms	250
Distance to Airport	21 km
Distance to Stadium	3.2 km

Training Site

Current Use	Professional football training
Distance to Team Hotel	27.4 km

Team Hotel

Caribe Royale
Orlando

Rating	4
No. of Rooms	1,215
Distance to Airport	25.5 km
Distance to Stadium	24.2 km

NovaCare Complex: As home to the NFL professional team, the Philadelphia Eagles, NovaCare Complex features grass fields coupled with administrative offices, locker rooms, and space for doctors and team trainers, among the many professional-quality amenities.

Training Site

Current Use	Professional American Football training
Distance to Team Hotel	8.85 km

Team Hotel Hotel Palomar

Rating	4
No. of Rooms	230
Distance to Airport	9 km
Distance to Stadium	9.5 km

University of Pennsylvania: Rhodes Field has hosted numerous football events, including a United States training session prior to a friendly with Mexico, and several MLS pre-match training sessions.

Training Site

Current Use	Collegiate football matches
Distance to Team Hotel	5 km

Team Hotel Curio Collection The Logan Philadelphia

Rating	4
No. of Rooms	391
Distance to Airport	18 km
Distance to Stadium	11.3 km

Talen Energy Stadium: Talen Energy Stadium, an impressive 18,500-seat stadium, serves as home to MLS' Philadelphia Union and has hosted NCAA Division I and II Championship athletic games and USA Rugby Championship Tournaments.

Training Site

Current Use	Professional Football Matches
Distance to Team Hotel	32.2 km

Team Hotel Le Meridien

Rating	4
No. of Rooms	202
Distance to Airport	17.7 km
Distance to Stadium	11.3 km

Drexel University: The VIDAS Athletic Complex is home to Drexel University's outdoor athletics. Outfitted with lights and seating for 900 spectators, this complex allows athletes and fans to experience football at the next level.

Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	8 km

Team Hotel Hotel Monaco

Rating	4
No. of Rooms	268
Distance to Airport	16 km
Distance to Stadium	9.7 km

Spartan Soccer Complex (1): The grass stadium within Spartan Soccer Complex provides seats for 30,456 fans and played host to the FIFA Women’s World Cup 1999™ and the 1999 NCAA Women’s College Cup.

Avaya Stadium: Avaya Stadium is home to MLS’ San Jose Earthquakes, and has hosted Women’s national team friendlies, as well as, the 2017 Men’s National Team World Cup Qualifying match against Honduras.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	2.5 km

Team Hotel

San Jose Marriott

Rating	4
No. of Rooms	484
Distance to Airport	7 km
Distance to Stadium	13.5 km

Training Site

Current Use	Professional football matches
Distance to Team Hotel	7 km

Team Hotel

Hotel Valencia Santana Row

Rating	4
No. of Rooms	215
Distance to Airport	8 km
Distance to Stadium	12 km

Stanford University: This Stanford University training facility has also been used as a practice field for United States National Teams, Mexico’s Women’s National Team, several international clubs, and professional team the San Jose Earthquakes of MLS.

Spartan Soccer Complex (2): Given the size and top-tier quality of the Spartan Soccer Complex, this facility will be divided into two distinct Venue-Specific Training Sites, with resources separately allotted.

Training Site

Current Use	Collegiate football matches
Distance to Team Hotel	2 km

Team Hotel

Westin Palo Alto

Rating	4
No. of Rooms	184
Distance to Airport	26 km
Distance to Stadium	21 km

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	3 km

Team Hotel

Hotel de Anza

Rating	4
No. of Rooms	100
Distance to Airport	6 km
Distance to Stadium	13 km

Starfire Sports Complex (1): Starfire Sports complex is a 54-acre campus where MLS' Seattle Sounders FC train. The facility features 12 outdoor and two indoor pitches – grass Field 12 will be dedicated to this venue-specific training site.

Training Site

Current Use	Professional football training
Distance to Team Hotel	19 km

Team Hotel

Kimpton Hotel
Monaco Seattle

Rating	4
No. of Rooms	189
Distance to Airport	21.7 km
Distance to Stadium	1.7 km

Magnuson Park: Magnuson Park is a 350-acre park housing two football-specific fields made of natural grass. This facility presents a high-quality environment for elite training and competition, ideal for a venue-specific training site.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	7.5 km

Team Hotel

W Seattle

Rating	4
No. of Rooms	424
Distance to Airport	23.2 km
Distance to Stadium	8.6 km

University of Washington: With impressive facilities, this football stadium has been used as a practice venue by Celtic and FC Barcelona, and has hosted several national teams, including the United States, Canada, and Honduras.

Training Site

Current Use	Collegiate football matches
Distance to Team Hotel	6.6 km

Team Hotel

Renaissance
Seattle Hotel

Rating	4
No. of Rooms	557
Distance to Airport	23 km
Distance to Stadium	1.7 km

Genesee Playfields: Genesee Playfields offers a football-specific field for practice and competitive matches. Built with the capacity for night time lighting, this venue is high-quality in terms of location and amenities.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	4.9 km

Team Hotel

Westin
Seattle

Rating	4
No. of Rooms	891
Distance to Airport	12.5 km
Distance to Stadium	4.5 km

Allan Lamport Stadium: Allan A. Lamport Stadium is a multi-purpose stadium that boasts a professional-grade grass field. The 9,600-seating capacity stadium is primarily used for football, with Toronto FC's Academy teams calling it their home.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	5.5 km

Team Hotel

InterContinental
Toronto Yorkville

Rating	4
No. of Rooms	208
Distance to Airport	27 km
Distance to Stadium	6.2 km

Cherry Beach Fields: Cherry Beach Fields offer several multi-purpose fields and artificial lights for both day and night use. Opened in 2008, the fields are a popular place for youth and amateur sport leagues to play.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	3.6 km

Team Hotel

Novotel Toronto
Centre

Rating	4
No. of Rooms	262
Distance to Airport	27.3 km
Distance to Stadium	4 km

KIA/BMO Training Ground: The Kia/BMO Training Ground hosts MLS' Toronto FC practices, and includes three full-size grass fields, in addition to, a 3,700 m² field house that has locker rooms, training facilities, and team offices.

Training Site

Current Use	Professional football training
Distance to Team Hotel	17 km

Team Hotel

Westin Prince
Hotel

Rating	4
No. of Rooms	395
Distance to Airport	25.9 km
Distance to Stadium	22 km

Sunnybrook Park Fields: Sunnybrook Park Fields is a multi-purpose sports complex, featuring natural grass pitches that deliver both in terms of experience and facilities.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	3.3 km

Team Hotel

Toronto
Don Valley

Rating	4
No. of Rooms	353
Distance to Airport	32.1 km
Distance to Stadium	18.9 km

Jericho West: Located adjacent to English Bay, the Jericho West Field Complex provides a place for residents of Vancouver to compete at various levels of sport.

Trillium Fields: Conveniently located, Trillium Fields resides in the heart of Vancouver and provides access to multiple football, field hockey and other sporting fields.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	7 km

Team Hotel The Sutton Place Hotel

Rating	4
No. of Rooms	561
Distance to Airport	14.6 km
Distance to Stadium	1.1 km

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	3.1 km

Team Hotel Shangri-La Hotel

Rating	5
No. of Rooms	119
Distance to Airport	14 km
Distance to Stadium	1.4 km

Memorial South Southwest: As a massive park in an urban setting, Memorial South Southwest sits in Vancouver and provides a venue for athletes of various sports to train and compete.

Empire Fields: Empire Fields was used as a training venue for the FIFA Women's World Cup Canada 2015™, and was home to MLS' Vancouver Whitecaps for part of their inaugural season in 2011.

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	9 km

Team Hotel Four Seasons Hotel

Rating	4
No. of Rooms	372
Distance to Airport	14.1 km
Distance to Stadium	1 km

Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	7.3 km

Team Hotel Fairmont Pacific Rim

Rating	4
No. of Rooms	367
Distance to Airport	14.4 km
Distance to Stadium	2 km

Trinity Washington University: Trinity Washington's training fields feature natural, all-grass surfaces for college athletes to compete at the highest level.

Training Site

Current Use	Collegiate football matches
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Distance to Team Hotel	6 km
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Team Hotel

Sofitel
Washington DC

Rating	5
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No. of Rooms	237
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Distance to Airport	55 km
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Distance to Stadium	29 km
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Maryland SoccerPlex (2): Maryland SoccerPlex boasts 22 outdoor natural Bluegrass pitches and state-of-the-art indoor facility sports equipment. The complex has been host to the NWSL Washington Spirit for games and practices since 2013.

Training Site

Current Use	Multi-purpose athletics
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Distance to Team Hotel	46 km
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Team Hotel

The Jefferson

Rating	5
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No. of Rooms	99
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Distance to Airport	8.6 km
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Distance to Stadium	18.1 km
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Audi Field: The state-of-the-art field will be a part of a brand-new football-specific stadium that opens June 2018, and will feature impeccable natural grass and be home to MLS' D.C. United.

Team Base Camp Training Site

Current Use	Professional athletics matches
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Distance to Team Hotel	9 km
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Team Base Camp Hotel

Park Hyatt
Washington

Rating	5
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No. of Rooms	220
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Distance to Airport	55 km
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Distance to Stadium	25.5 km
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RFK Stadium Grounds, Washington, DC:

RFK Stadium, upgraded in 2001, features top-quality Bermuda grass and has been host to men's and women's FIFA World Cup™ matches, CONCACAF Champions' Cup matches and international friendlies.

Team Base Camp Training Site

Current Use	Professional athletics matches
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Distance to Team Hotel	10.6 km
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Team Base Camp Hotel

JW Marriott

Rating	5
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No. of Rooms	737
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Distance to Airport	57 km
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TEAM BASE CAMPS



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9 Team and Referee Facilities



Maryland SoccerPlex (2), Boyds,

Maryland: Maryland SoccerPlex boasts 22 grass pitches, with fields 11 and 14 dedicated to this venue. The complex has been host to the NWSL Washington Spirit for games and practices since 2013.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	28.9 km

Team Base Camp Hotel

Bethesda
Marriott Suites

Rating	4
No. of Rooms	272
Distance to Airport	58 km

Calvert Regional Sports Park, North East,

Maryland: An extremely well-equipped and expansive sports complex, Calvert Regional Sports Park offers 16 total outdoor grass fields of top-quality.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	50 km

Team Base Camp Hotel

Hotel du Pont

Rating	5
No. of Rooms	217
Distance to Airport	11 km

Cedar Lane Regional Park, Bel Air,

Maryland: Comprised of 13 total outdoor football fields made of natural Bluegrass, Cedar Lane Regional Park is a premier facility that has been host to a variety of national football tournaments.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	5.4 km

Team Base Camp Hotel

Spring Hill Suites by Marriott
Edgewood Aberdeen

Rating	3
No. of Rooms	203
Distance to Airport	57.7 km

Stevenson University, Stevenson,

Maryland: Stevenson University sports a football-specific, pristine Bermuda Rye grass field, that has been home to the university's nationally competitive Men's and Women's varsity collegiate football teams.

Team Base Camp Training Site

Current Use	Collegiate football training
Distance to Team Hotel	20.6 km

Team Base Camp Hotel

Renaissance Baltimore
Harborplace

Rating	4
No. of Rooms	586
Distance to Airport	19.4 km

McDonogh School, Towson, Maryland:

Just recently completed, the Bluegrass Rye field on McDonogh School's campus is of top-tier quality and was recently host to NPSL's Baltimore FC tryout.

Team Base Camp Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	18.9 km

Team Base Camp Hotel
Marriott Towson

Rating	3
No. of Rooms	191
Distance to Airport	42.6 km

US Naval Academy, Annapolis, Maryland:

Completed in 2001, the Glenn Warner Soccer Facility boasts a state-of-the-art Bermuda grass football field with cutting-edge irrigation and maintenance technology, and seating for up to 2,500 fans.

Team Base Camp Training Site

Current Use	Collegiate football training
Distance to Team Hotel	2.5 km

Team Base Camp Hotel
Loews Annapolis Hotel

Rating	4
No. of Rooms	198
Distance to Airport	40 km

Loyola University of Maryland, Baltimore, Maryland:

The Ridley Athletic Complex presents a perfectly manicured Bermuda grass field that is used by Loyola University of Maryland's elite football varsity teams and has been home to national championship tournament matches.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	10.1 km

Team Base Camp Hotel
Baltimore Marriott Waterfront

Rating	4
No. of Rooms	750
Distance to Airport	21 km

Babson College, Wellesley, Massachusetts:

Upgraded in 2000, Babson College's football field is made of the finest grass and has served as a training site for national teams from the United States, Argentina, and Costa Rica.

Team Base Camp Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	22 km

Team Base Camp Hotel
The Colonnade Hotel

Rating	4
No. of Rooms	285
Distance to Airport	6 km

Toyota Park Stadium Practice Fields, Chicago, Illinois: Part of the Toyota Park Stadium Complex, the two adjacent grass practice fields will serve as a Team Base Camp distinct from the Toyota Park Stadium, with separate locker room and team facilities.

Toyota Park Stadium, Chicago, Illinois:

Toyota Park Stadium is home to MLS' Chicago Fire and NWSL's Chicago Red Stars, and has hosted FIFA World Cup™ Qualifier matches and friendlies involving AC Milan, Everton, Santos Laguna, and Chelsea FC.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	27.4 km

Team Base Camp Hotel
The Peninsula Chicago

Rating	5
No. of Rooms	339
Distance to Airport	26 km

Team Base Camp Training Site

Current Use	Professional football matches
Distance to Team Hotel	23.2 km

Team Base Camp Hotel
JW Marriott Chicago

Rating	4
No. of Rooms	610
Distance to Airport	ORD – 26.3 km MDW – 17.1 km

Oak Brook Park District – Central Park, Chicago, Illinois: Built in 2012, the Oak Brook Park District offers two football fields, one grass and one artificial turf, which have been host to elite-level national tournaments and season games.

CIBC Fire Pitch, Chicago, Illinois: The 11,000 m² complex, featuring indoor and outdoor facilities, is the city's premiere facility for year-round football practices and matches, and serves as an indoor practice site for the MLS Chicago Fire.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	34.8 km

Team Base Camp Hotel
Loews Chicago

Rating	4
No. of Rooms	400
Distance to Airport	ORD – 27.3 km MDW – 20.2 km

Team Base Camp Training Site

Current Use	Football training
Distance to Team Hotel	11.1 km

Team Base Camp Hotel
The Langham Chicago

Rating	5
No. of Rooms	316
Distance to Airport	ORD – 26.5 km MDW – 20.6 km

University of Illinois at Chicago, Chicago, Illinois: Designed to be football-specific, this natural grass field is regulation-size, surrounded by seating for up to 1,000 fans and features a backdrop of the Chicago skyline.

Team Base Camp Training Site

Current Use Professional and Collegiate football matches

Distance to Team Hotel 4.9 km

Team Base Camp Hotel Chicago Athletic Association Hotel

Rating 4

No. of Rooms 241

Distance to Airport ORD – 27.9 km
MDW – 19.2 km

FC Cincinnati MLS Stadium, Cincinnati, Ohio: To be completed in 2021, the FC Cincinnati Stadium will pay homage to the famous Bayern Munich stadium, Allianz Arena, and feature a stand capacity of up to 25,000 individuals.

Team Base Camp Training Site

Current Use Professional football matches

Distance to Team Hotel 2.25 km

Team Base Camp Hotel The Cincinnati Hotel

Rating 4

No. of Rooms 146

Distance to Airport 22 km

University of Cincinnati, Cincinnati, Ohio: UC Nippert Stadium is a state-of-the-art facility, sporting a playing surface made of a natural sod overlay that has been used by the FC Cincinnati USL professional men's football team.

Team Base Camp Training Site

Current Use Professional and Collegiate football training

Distance to Team Hotel 9 km

Team Base Camp Hotel The Westin Cincinnati

Rating 4

No. of Rooms 456

Distance to Airport 22 km

FC Cincinnati Training Ground, Milford, Ohio: To be completed in 2020, the FC Cincinnati Training Ground will contain at least four football-specific, regulation-sized pitches, and will be accompanied by state-of-the-art team training amenities.

Team Base Camp Training Site

Current Use Professional football training

Distance to Team Hotel N/A

Team Base Camp Hotel TBD based upon site location

Rating N/A

No. of Rooms N/A

Distance to Airport N/A

Cotton Bowl Stadium, Dallas, Texas: Built in 1930, Cotton Bowl Stadium is characterized by both incredible sports history and top quality facilities. Cotton Bowl Stadium has hosted multiple professional teams including Real Madrid and AS Roma.

Team Base Camp Training Site

Current Use	Professional football matches
Distance to Team Hotel	8 km

Team Base Camp Hotel Le Meridien Dallas – The Stoneleigh

Rating	5
No. of Rooms	170
Distance to Airport	DFW – 32 km DAL – 8 km

Toyota Stadium (2), Frisco, Texas: Part of the Toyota Park Stadium Complex, the two adjacent grass practice fields will serve as a Team Base Camp distinct from the Toyota Stadium, with separate locker room and team facilities.

Team Base Camp Training Site

Current Use	Professional football matches
Distance to Team Hotel	8.7 km

Team Base Camp Hotel Westin Stonebriar

Rating	4
No. of Rooms	300
Distance to Airport	DFW – 31.5 km DAL – 35.2 km

Club Deportivo UDG, Zapopan, Jalisco:

Club Deportivo UDG is part of the University of Guadalajara, and presents three pristine natural grass fields. This facility can hold 1,000 viewers and is equipped with conveniently located team locker rooms.

Team Base Camp Training Site

Current Use	Collegiate football training
Distance to Team Hotel	11.8 km

Team Base Camp Hotel Hotel Villa Primavera

Rating	4
No. of Rooms	100
Distance to Airport	55 km

Ivor Dent Sports Park, Edmonton, Alberta:

Updated in 2015, Ivor Dent Sports Park is a first-class facility for a multitude of sports. Among those amenities are eight immaculate football-specific grass fields that have hosted national and international events.

Team Base Camp Training Site

Current Use	Football training
Distance to Team Hotel	11.6 km

Team Base Camp Hotel Edmonton Delta South Hotel

Rating	4
No. of Rooms	249
Distance to Airport	23.5 km

Edmonton Scottish United Soccer Club, Edmonton, Alberta: This exceptional facility boasts six natural grass football-specific fields that are home to the elite Edmonton Scottish Soccer United Club. Alongside these fields is a football pavilion with additional facilities for use.

Team Base Camp Training Site

Current Use	Football training
Distance to Team Hotel	14.5 km

Team Base Camp Hotel Renaissance Hotel

Rating	4
No. of Rooms	225
Distance to Airport	50 km

Tec de Monterrey Campus Guadalajara, Zapopan, Jalisco: Tec de Monterrey Campus Guadalajara boasts four natural grass fields, and is currently used for the school's elite football teams for training and competition – an ideal facility for a Team Base Camp.

Team Base Camp Training Site

Current Use	Collegiate football training
Distance to Team Hotel	8.2 km

Team Base Camp Hotel Hyatt Regency Andares

Rating	5
No. of Rooms	257
Distance to Airport	30 km

Club Atlas Chapalita, Zapopan, Jalisco: Club Atlas Chapalita is another example of the incredible field facilities present in Guadalajara. Consisting of two natural grass fields with 2,500 lux lighting capacity, this complex surpasses standards.

Team Base Camp Training Site

Current Use	Football training
Distance to Team Hotel	4.4 km

Team Base Camp Hotel Hotel Presidente Intercontinental

Rating	5
No. of Rooms	423
Distance to Airport	25 km

Universidad Panamericana, Zapopan, Jalisco: Currently under construction, the Universidad Panamericana sports facility will be home to the school's elite athletic teams. Consisting of two impeccable natural grass fields, this complex will be of the best quality.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	10 km

Team Base Camp Hotel Hard Rock Hotel

Rating	4
No. of Rooms	349
Distance to Airport	25 km

Chivas Verde Valle, Zapopan, Jalisco:

Built in 2000, Chivas Verde Valle football complex is home to the professional Mexican team Chivas, who train and practice often on the two first-class grass pitches.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	4.3 km

Team Base Camp Hotel
Camino Real

Rating	4
No. of Rooms	205
Distance to Airport	53 km

Texas A&M University, College Station,

Texas: Ellis Field offers a pristine natural grass pitch and was host to MLS Houston Dynamo during the 2007 CONCACAF Champions' Cup and 2011 U.S. Open Cup qualification.

Team Base Camp Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	3.2 km

Team Base Camp Hotel
The Stella Hotel

Rating	4.5
No. of Rooms	177
Distance to Airport	1.6 km

StubHub Center (3), Carson, California:

Joining the world-class stadium at the StubHub Center are eight pristine grass sports fields. Two of these fields will serve as a Team Base Camp distinct from the two venue-specific training sites.

Team Base Camp Training Site

Current Use	Professional football training and matches
Distance to Team Hotel	27 km

Team Base Camp Hotel
Ritz Carlton
Los Angeles

Rating	5
No. of Rooms	123
Distance to Airport	24 km

HEB Park, Edinburg, Texas: Just recently completed in 2017, HEB Park is a football-specific stadium and is home to the Rio Grande Valley Toros Football Club, a franchise of the United Soccer League.

Team Base Camp Training Site

Current Use	Professional football training and matches
Distance to Team Hotel	17.9 km

Team Base Camp Hotel
Staybridge Suites McAllen

Rating	4
No. of Rooms	104
Distance to Airport	1.3 km

National Training and Coaching Development Center, Kansas City,

Kansas: The National Training and Coaching Development Center, completed in 2017, will serve as the new state-of-the-art training home for MLS' Sporting Kansas City with three first-class, natural grass football fields.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	32 km

Team Base Camp Hotel

Marriott Kansas City
Overland Park

Rating	4
No. of Rooms	398
Distance to Airport	51 km

Future MLS Miami Team Training Site (2), Miami, Florida:

As future home to MLS' Miami football team, this training site is designed to serve professional football year-round. It will function as both a Venue-Specific Training Site and a Team Base Camp.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	N/A

Team Base Camp Hotel

TBD based upon site location

Rating	N/A
No. of Rooms	N/A
Distance to Airport	N/A

Future Miami Dolphins Training Site, Miami, Florida: Scheduled to open in 2022, this future training site for the NFL Miami Dolphins will feature three pristine athletic fields, at least two of which will be natural grass playing surfaces.

Team Base Camp Training Site

Current Use	Professional American football and professional athletics training
Distance to Team Hotel	N/A

Team Base Camp Hotel

TBD based upon site location

Rating	N/A
No. of Rooms	N/A
Distance to Airport	N/A

National Sports Center (1), Blaine, Minnesota: The National Sports Center is a 600-acre multi-sport complex that includes a football stadium and 52 full-sized football fields, at least half of which are natural grass.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	28.9 km

Team Base Camp Hotel

The Kimpton Grand Hotel
Minneapolis

Rating	5
No. of Rooms	140
Distance to Airport	20.9 km

National Sports Center (2), Blaine, Minnesota: Given the immense field capacity and high quality nature of National Sports Center, various grass pitches will be dedicated to a second Team Base Camp.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	0.9 km

Team Base Camp Hotel Best Western Plus Blaine at National Sports Center

Rating	3
No. of Rooms	96
Distance to Airport	46 km

National Sports Center (3), Blaine, Minnesota: A third Team Base Camp will be located at National Sports Center, with adequate fields, team facilities and amenities available and distinct from the other two Team Base Camp venues.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	12.1 km

Team Base Camp Hotel Homewood Suites Minneapolis – New Brighton

Rating	3
No. of Rooms	94
Distance to Airport	28 km

Allianz Field, Blaine, Minnesota: Allianz Field will be home to MLS' Minnesota United FC. With a natural grass field at its center, the 19,000 capacity stadium will feature revolutionary fan sections covered by a 360-degree canopy.

Team Base Camp Training Site

Current Use	Professional football matches
Distance to Team Hotel	9.7 km

Team Base Camp Hotel Hotel Ivy – The Luxury Collection

Rating	5
No. of Rooms	136
Distance to Airport	19.3 km

Kean University, Iselin, New Jersey: Kean Alumni Stadium provides an excellent natural grass pitch for collegiate athletes to train and compete while over 2,000 fans watch from the stands.

Team Base Camp Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	19 km

Team Base Camp Hotel Renaissance Woodbridge Hotel

Rating	4
No. of Rooms	320
Distance to Airport	28 km

Estadio Universitario, Monterrey, Nuevo León, Mexico: Estadio Universitario is a 42,000-capacity football stadium where professional football matches are regularly held. The natural grass field is of the utmost quality and features field night lighting capabilities.

Team Base Camp Training Site

Current Use	Professional football matches
Distance to Team Hotel	3.4 km

Team Base Camp Hotel Holiday Inn Monterrey Norte

Rating	5
No. of Rooms	195
Distance to Airport	30 km

Centro de Entrenamiento BBVA Bancomer (El Barrial), Monterrey, Nuevo León, Mexico: Located in the outskirts of Monterrey, the Centro de Entrenamiento BBVA Bancomer (El Barrial) features beautiful grass fields where professional football players train year-round.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	On-site

Team Base Camp Hotel El Barrial

Rating	5
No. of Rooms	23
Distance to Airport	55 km

Pingry School (2), Basking Ridge, NJ:

Previously selected as the base camp venue for Italy during the 1994 FIFA World Cup™, Pingry School's natural grass football fields and athletic amenities are of world-class quality.

Team Base Camp Training Site

Current Use	Football training
Distance to Team Hotel	4.5 km

Team Base Camp Hotel Courtyard by Marriott Basking Ridge

Rating	3
No. of Rooms	235
Distance to Airport	42 km

St. Louis University, St. Louis, Missouri:

This stadium presents a natural grass pitch with the capacity for field night lighting and over 6,000 fans, and has been host to various NCAA National tournament games.

Team Base Camp Training Site

Current Use	Collegiate football training and matches
Distance to Team Hotel	9 km

Team Base Camp Hotel Four Seasons Hotel St. Louis

Rating	5
No. of Rooms	200
Distance to Airport	15 km

California State University Monterey Bay, Monterey Bay, California: With many recent upgrades, the Otter Sports Center now features a world-class grass playing pitch and is thus designed to be a well-equipped Team Base Camp.

Team Base Camp Training Site

Current Use	Collegiate athletics training
Distance to Team Hotel	13 km

Team Base Camp Hotel Monterey Plaza Hotel & Spa

Rating	4
No. of Rooms	290
Distance to Airport	7.6 km

Morgan Hill Outdoor Sports Center, Morgan Hill, California: Morgan Hill Outdoor Sports Center is a top-tier outdoor complex, boasting nine natural grass football fields and a spectator capacity of up to 1,500 individuals within the 22-acre facility.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	4.9 km

Team Base Camp Hotel Courtyard by Marriott San Jose South/Morgan Hill

Rating	3
No. of Rooms	90
Distance to Airport	37.1 km

San Francisco State University, San Francisco, California: Cox Stadium, host specifically to the university's men's and women's football teams, features a pristine natural grass pitch, with additional capability for field night lighting and up to 8,000 fans.

Team Base Camp Training Site

Current Use	Collegiate athletics matches
Distance to Team Hotel	14 km

Team Base Camp Hotel Holiday Inn Civic Center

Rating	4
No. of Rooms	388
Distance to Airport	82 km

Swangard Stadium, Burnaby, British Columbia, Canada: Burnaby Swangard Stadium offers a natural grass pitch that has been host to FIFA World Cup™ matches and multiple Canadian Men's and Women's Olympic and FIFA World Cup™ Qualifying matches.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	1.5 km

Team Base Camp Hotel Element Vancouver Metrotown

Rating	4
No. of Rooms	169
Distance to Airport	20 km

Zions Bank Real Academy, Herriman, Utah: Zions Bank Real Academy Training Center, built for MLS' Real Salt Lake team and academy players, features seven football fields, three of which are natural grass and one of which can be lit at night.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	On-site

Team Base Camp Hotel Zions Bank Real Academy

Rating	N/A
No. of Rooms	300
Distance to Airport	35.5 km

Starfire Sports Complex (2), Seattle, Washington: Starfire Sports Complex will also serve as a Team Base Camp, with Fields Five and Six, located near the facility's locker rooms and made of natural grass, dedicated to this site.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	21.7 km

Team Base Camp Hotel Grand Hyatt Seattle

Rating	5
No. of Rooms	457
Distance to Airport	25 km

Nottawasaga Hotel and Resort, Alliston, Ontario: Nottawasaga Hotel and Resort contains two football-specific grass field, that have been host to elite teams including Toronto FC, the German National Team and both the Men's and Women's Canadian National teams.

Team Base Camp Training Site

Current Use	Professional football training
Distance to Team Hotel	On-site

Team Base Camp Hotel Nottawasaga Hotel & Resort

Rating	4
No. of Rooms	269
Distance to Airport	78 km

Fortius Sport & Health, Burnaby, British Columbia: As the proud home training ground for the Canadian Women's National Team and many other first-class youth development clubs, the pitch at Fortius Sport and Health is of the best quality.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	10 m

Team Base Camp Hotel Lodge at Fortius Sport & Health

Rating	N/A
No. of Rooms	55
Distance to Airport	24 km

University of Victoria, Victoria, British

Columbia: University of Victoria offers a huge multi-sport complex, containing a stadium for football practices and matches. The complex has hosted the 2003 FIFA U-19 Women's World Cup™ and numerous CIS football championship tournaments.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	9.2 km

Team Base Camp Hotel
Hotel Grand Pacific

Rating	4
No. of Rooms	304
Distance to Airport	27 km

Royal Athletic Park, Victoria, British

Columbia: Royal Athletic Park features a natural grass complex that has hosted FIFA World Cup™ and Olympic Qualifying games. Teams that have played at this venue include the Canadian and Costa Rican national teams and Chelsea FC.

Team Base Camp Training Site

Current Use	Multi-purpose athletics
Distance to Team Hotel	2.2 km

Team Base Camp Hotel
Fairmont Empress

Rating	4.5
No. of Rooms	464
Distance to Airport	26.3 km

American University, Washington, DC:

Reeves Field is a natural grass football pitch that hosted national teams from the United States, Bolivia, and Portugal in preparation for the 1996 Summer Olympic Games.

Training Site

Current Use	Collegiate football training
Distance to Team Hotel	7 km

Team Base Camp Hotel
Watersgate Hotel

Rating	5
No. of Rooms	336
Distance to Airport	60 km

D.C. United Training Site, Leesburg, VA:

This future D.C. United Training Site will house four first-class, football-specific fields and a brand-new football-specific stadium, alongside professional caliber team facilities and amenities.

Training Site

Current Use	Professional football training
Distance to Team Hotel	13.2 km

Team Base Camp Hotel
Lansdowne Resort and Spa

Rating	4
No. of Rooms	296
Distance to Airport	60 km

REFEREES HQ



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9 Team and Referee Facilities



The United Bid suggests locating the Referee Headquarters in Texas either in Dallas or Houston. Both options provide great training and accommodation facilities and have previously hosted Referees Headquarters or International Teams during major tournaments. Texas being the most central state between all the Candidate Host Cities making travel to/from matches as efficient and stress free as possible for the 49th team of the FIFA World Cup™. FIFA might also want to consider moving the Referees HQ during the later stages of the competition to further reduce the travel-times for the referees, depending on the final Match Schedule and based on the number of available and contracted training site facilities.



Ross Stewart Soccer Complex, Dallas: Built in Fall 2007, the Ross Stewart Soccer Complex is the home of the Dallas Texas Soccer Club. The complex is located in Farmers Branch, TX and boasts six full-sized, lighted, grass fields. The Clubhouse and the Embrey Family Training Center are also located on-site, and features meeting rooms, a staff room, an indoor pitch, two locker rooms and a workout/rehab center.

George Turner Stadium, Houston: George Turner Stadium is adjacent to Ross Sterling Middle School and Humble High School on the outskirts of Houston and offers multiple grass fields as well as fitness and indoor training facilities. The Sheraton is only 12 km from the training ground and is easily accessible to George Bush Airport.

Referee Base Camp Training Site

Current Use	Professional Soccer Club
Distance to Referee's HQ Hotel:	1 km

Referee Headquarter Hotel Omni Park West

Rating	4
No. of Rooms	337
Distance to Airport	19 km

Referee Base Camp Training Site

Current Use	High School
Distance to Referee's HQ Hotel:	12 km

Referee Headquarter Hotel Sheraton North Houston

Rating	N/A
No. of Rooms	419
Distance to Airport	5 km

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ACCOMMODATION AND FIFA HQ



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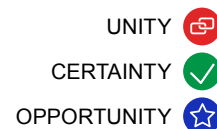
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10 Accommodation and FIFA HQ



10 Accommodation and FIFA HQ



The United Bid is prepared to welcome players and officials, fans, media, partners, and other stakeholders participating in the 2026 FIFA World Cup™ with a wide range of modern and luxurious hotels in all our Candidate Host Cities. Our combined accommodation offerings are extensive, meeting all the peak requirements and providing FIFA with choice and flexibility when developing its final plans for staging the Competition.

The United Bid accommodation strategy recognizes the importance of ensuring that the right hotels are secured for the FIFA family. We have identified hotels based on convenience, location, and flexibility of offering. We are confident that all accommodation requirements can be met for all identified events and constituent groups, with many options to choose the right properties.

10.1 Tourism and the Hotel Industry

In addition, the United Bid will help to ensure that the combined experience of the domestic travel industry in North America is fully available to support FIFA. Canada, Mexico, and the United States welcome more than 100 million international visitors annually for business and leisure, and the expertise of the Convention and Visitors Bureaus (CVBs) and the Sports Commissions (often established in alliance with the local municipal government) in each Candidate Host City are extensive.

Candidate Host City	Competition Stage	Total Hotel Rooms in 2026
Atlanta	SF	33,233
Baltimore	QF / 3rd	9,241
Boston	SF	23,435
Cincinnati	QF / 3rd	23,625
Dallas	Final	79,281
Denver	QF / 3rd	9,398
Edmonton	R16	6,263
Guadalajara	R16	21,403
Houston	QF / 3rd	56,037
Kansas City	QF / 3rd	16,394
Los Angeles	Opening	79,569
Mexico City	Opening	47,557
Miami	QF/3rd	48,609
Montréal	R16	14,779
Monterrey	R16	14,856
Nashville	QF / 3rd	26,837
New York/ New Jersey	Final	96,129
Orlando	QF / 3rd	93,969
Philadelphia	QF / 3rd	14,080
San Francisco Bay Area	QF / 3rd	39,808
Seattle	QF / 3rd	10,916
Toronto	R16	33,158
Washington, DC	SF	31,482
Total		320,059

We have already benefited from the support of local CVBs and sports commissions to complement the specific contacts made by the United Bid with all of the major hotel companies. These organizations maintain close relationships with all hotel proprietors in a given market, as well as strong connections with local government and civic leaders, and thus will be able to ensure that FIFA and the 2026 FIFA World Cup™ receive priority treatment, can secure reasonable terms, and avoid inflated prices and unreasonable minimum stays.

In addition to the qualified (3, 4 and 5-star) properties that the United Bid has recommended, there are numerous alternative accommodation possibilities for fans or other visitors seeking lower-cost options, including bed and breakfasts, budget hotels, campgrounds, and more.

10.2 FIFA Headquarters

In each of our Candidate Host Cities, there is a wide choice of top quality hotels with flexible function space and office support capacity that would provide a suitable location for the FIFA Headquarters. Our recommendation is based on a combination of factors: geographic location, location of the opening and final matches, the IBC, and Referee Headquarters, as well as global flight connections – especially to Zürich.

With that in mind, the United Bid recommends Dallas or New York/New Jersey as the location for the FIFA Headquarters during the Competition.

Both Dallas and New York/New Jersey are major global and modern cities with a vibrant business community, robust hospitality industry, and numerous entertainment options. The two largest stadiums in North America are located in Dallas and New York/New Jersey, and both will host major matches as part of a 2026 FIFA World Cup™ in North America. The United Bid also recommends Dallas as one of the cities to host the International Broadcast Center and the Referee Headquarters.

While the below proposals are for the FIFA Headquarters during the Competition, United 2026 will establish its permanent headquarters in 2018. The location of the United 2026 offices could be in the same city as the FIFA Headquarters during the Competition, or another Candidate Host City, and serve as a subsidiary headquarters during the Competition. Canada and Mexico will also establish subsidiary offices to support United 2026 efforts in their respective countries.

FIFA Headquarters in New York/New Jersey: The United Bid recommends FIFA locate its main headquarters at the New York Marriott Marquis – located in the heart of Times Square. This location is walking distance to attractions, entertainment, and restaurants, and from a transportation perspective, close to both Pennsylvania Station and the Port Authority Bus Terminal.

The New York Marriott Marquis offers almost 2,000 hotel rooms, 48 meeting rooms, 40 break out rooms, and a total of over 110,000 m² of flexible function space that can



be built out for FIFA's use, with full technical support and infrastructure.

The Marriott Marquis is just 2 km from the main FIFA VIP Hotel – the Mandarin Oriental at Central Park – and is equal distance to the three main airports serving New York City.

FIFA could operate its venue operations from the New York Marriott Marquis – or in a separate venue hotel, either in East Rutherford (near the 2026 FIFA World Cup™ stadium), or in Jersey City, a lively municipality across the Hudson River from New York City, offering the tranquility of a suburb, and a short drive to the stadium while still being close to downtown Manhattan (15 minutes) and the FIFA Headquarters (30 minutes).

FIFA Headquarters in Dallas: Dallas is centrally located in the United States and easily reachable from all Candidate Host Cities, making it a strong option for the International Broadcast Center (see Section 13) and the Referee Headquarters (see Section 9), as well as the FIFA Headquarters. The United Bid recommends the Omni Hotel in combination



with the Kay Bailey Hutchison Convention Center as the location for the FIFA Headquarters.

The Omni Hotel offers more than 1,000 hotels rooms and 12,000 m² of flexible event space that could be built out into office space and other functions rooms. FIFA could also locate its offices, or part of its headquarters operations, in the Kay Bailey Hutchison Convention Center, across the street from the Omni Hotel and connected to the hotel via a sky bridge.

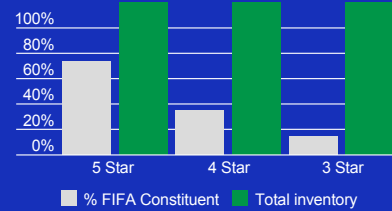
The Dallas FIFA Headquarters would only be 2 km from the FIFA VIP hotel, 8 km from the Fair Park (the proposed location for the IBC), and 25 km from the proposed location for the Referee Headquarters.

Venue operations for Dallas can be either housed at the FIFA Headquarters, or in a separate FIFA Venue Hotel closer to the proposed 2026 FIFA World Cup™ stadium in Arlington.

The city of Atlanta is the embodiment of Southern hospitality, sophistication, and progress. Its progressive character combined with its civil rights legacy creates a city determined to honor the past as it builds the future. As a popular tourist and business destination, Atlanta has earned its reputation as the “Capital of Southern Hospitality.” The city annually welcomes more than 38.2 million visitors (plus 14.0 million business visitors) – offering more than 32,000 quality hotel rooms throughout the city – and has significant experience hosting major events including the 1996 Summer Olympic Games, the Super Bowl, College Football National Championships, and more. The average annual occupancy rate for metro

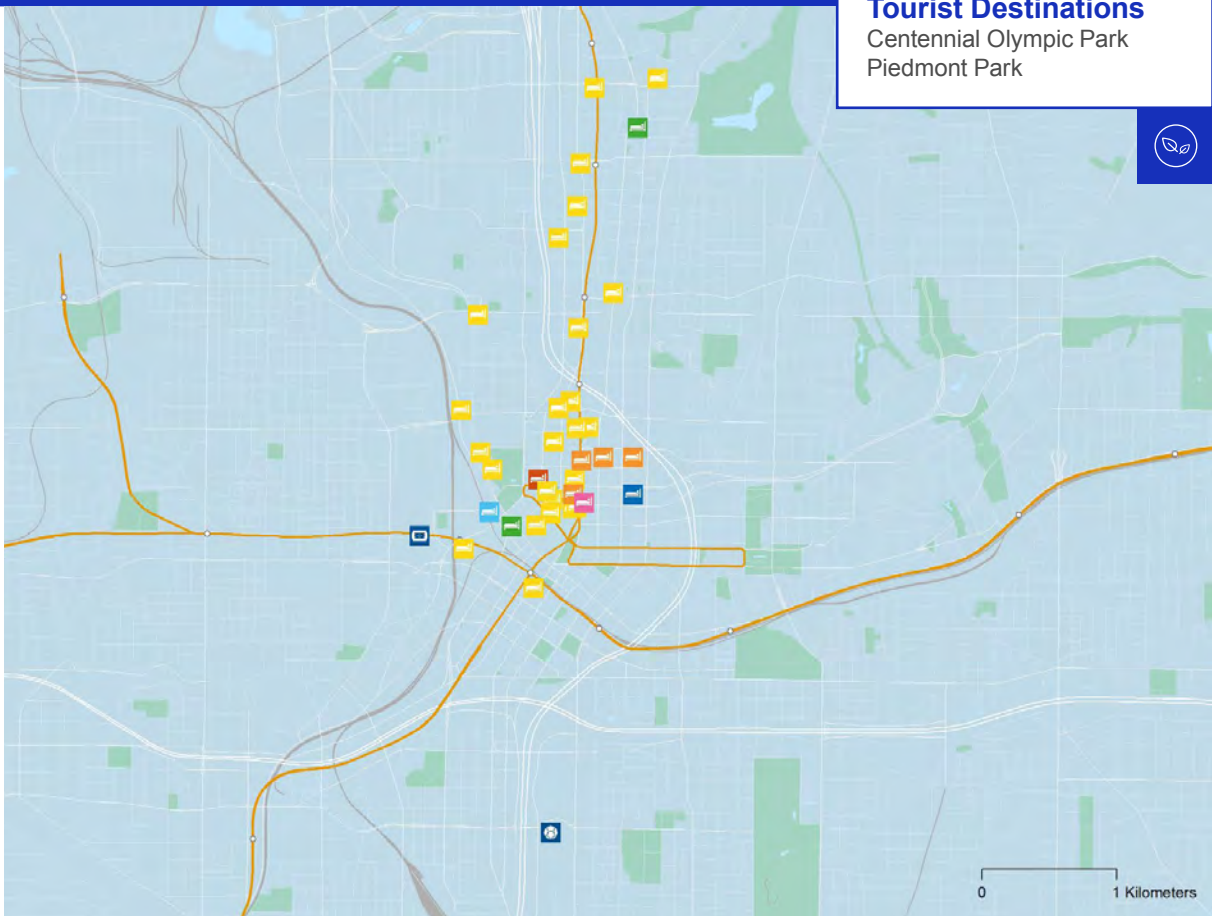


Semifinal Requirements
% of total inventory



Tourist Destinations

Centennial Olympic Park
Piedmont Park



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
The Ritz-Carlton, Atlanta	5	444	1.8 km/6 min	15.2 km/20 min
FIFA Venue Hotel				
Omni Hotel at CNN Center	5	1,059	0.8 km/2 min	15.3 km/20 min

■ **FIFA VIP Hotel – The Ritz-Carlton, Atlanta:**

Located in the heart of Atlanta, surrounded by the state’s centers of finance and government and minutes from the city’s biggest attractions, The Ritz-Carlton offers elegance, functionality, and entertainment value, including a signature cocktail lounge in the lobby and the famous Atlanta Grill steakhouse.

■ **FIFA Venue Hotel – Omni Hotel at CNN**

Center: Luxurious comfort embraces the Four Diamond Omni Atlanta hotel at CNN Center. The hotel is also connected to the two main city congress centers and is the nearest hotel to the Mercedes-Benz Stadium. In addition to convenience, the Omni provides FIFA with an inventory of 75 advanced function rooms to host multiple events simultaneously.

Both hotels are in close proximity to each other and within walking distance to the stadium and the proposed IBC. Both are located less than a half hour from the airport.

The Atlanta Convention and Visitors Bureau is the official destination organization for Atlanta and will work with FIFA on all aspects of planning around the hosting of the tournament.

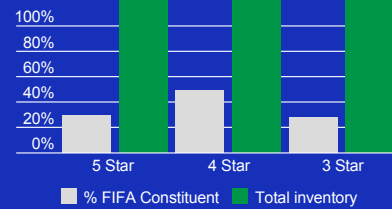


Atlanta is devoting great energy to enhance the game through “Soccer in the Streets.”

Baltimore is Maryland's largest city and economic hub, known for its beautiful harbor, world-renowned Johns Hopkins Hospital, and the University of Maryland Medical Center. Baltimore is one of North America's most-visited destinations and home to many of the nation's most important sports, business, and entertainment events. The city annually receives roughly 25.9 million visitors and has more than 9,000 rooms available in quality hotels, all centrally located and near the Inner Harbor area, and a majority within walking distance to the stadium. Its average hotel occupancy is 67% annually.

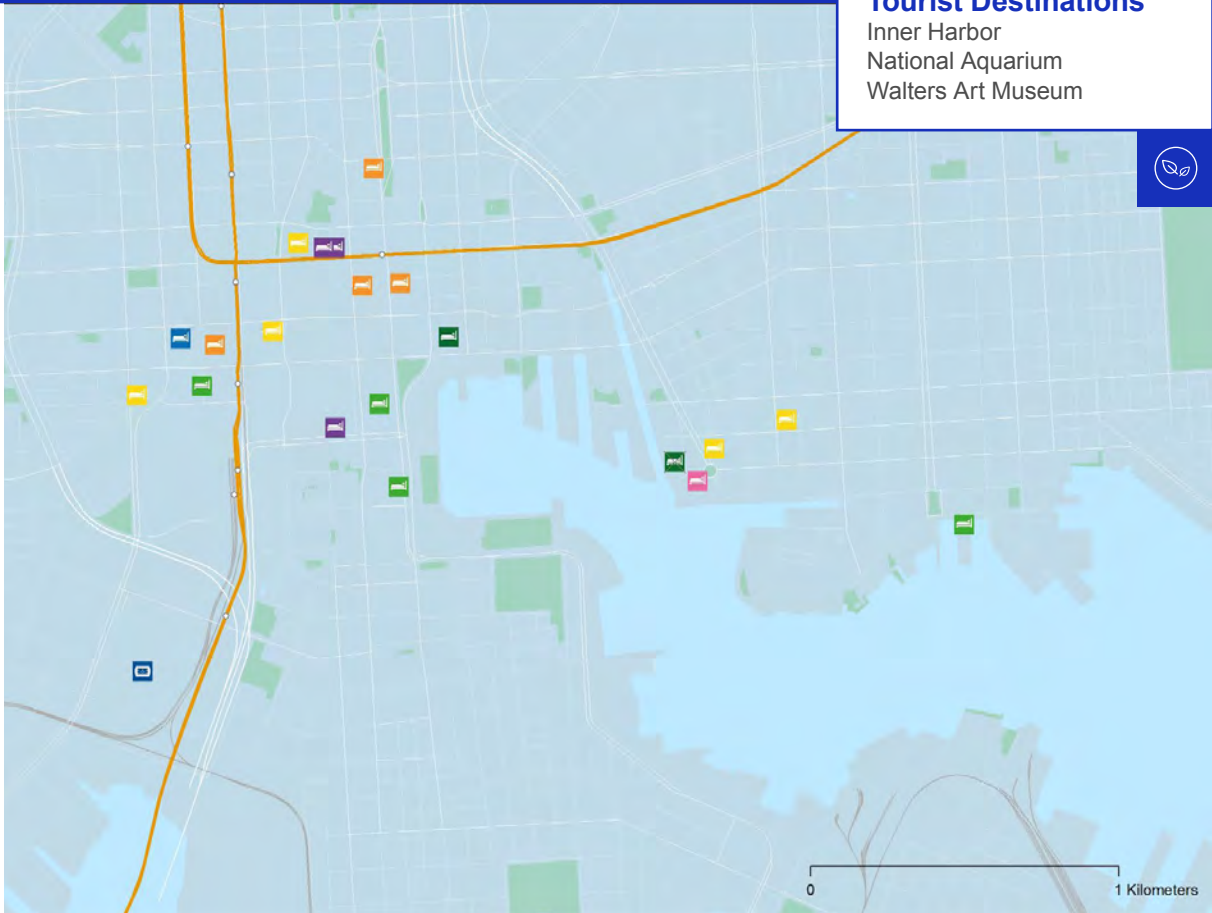


Quarterfinal Requirements
% of total inventory



Tourist Destinations

- Inner Harbor
- National Aquarium
- Walters Art Museum



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Four Seasons Hotel Baltimore	5	256	3.1 km/11 min	18.1 km/25 min
FIFA Venue Hotel				
Baltimore Marriott Waterfront	5	753	3.1 km/10 min	18.2 km/25 min

■ FIFA VIP Hotel – Four Seasons Hotel

Baltimore: This soaring glass tower offers FIFA a luxurious meeting point in a stunning urban retreat. It boasts five-star service overlooking water views of the historic Inner Harbor.

■ FIFA Venue Hotel – Baltimore Marriott

Waterfront: This hotel features over 7,430 m² of flexible event space, including 35 meeting rooms. Its location in the historic Inner Harbor and short distance to the Baltimore city center make it an ideal hotel for FIFA staff to work, relax, and be entertained.

Both hotels are within a 10-minute drive to the stadium and are easily walkable as well.

The Baltimore Visitor Center will assist with planning and looks forward to working closely with FIFA on its accommodation strategy to welcome FIFA World Cup™ tourists and members of the FIFA family to its city.

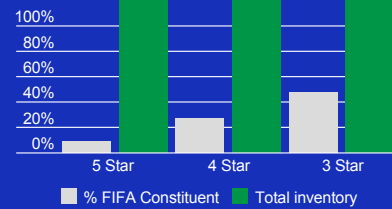


Baltimore and Maryland are already international destinations, as proven by their visitor growth year over year.

One of the United States' most historic cities, Boston receives 11.3 million domestic visitors annually and regularly hosts large-scale festivals and business conventions. Nearly 20,000 hotel rooms in qualified properties allows Boston to offer a variety of accommodation opportunities with an annual occupancy rate of 82%.



Semifinal Requirements
% of total inventory



Tourist Destinations

Boston City Hall Plaza
Boston Common



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Four Seasons Hotel Boston	5	273	43 km/35 min	6 km/12 min
FIFA Venue Hotel				
Boston Harbor Hotel	5	230	43 km/35 min	8 km/10 min

■ FIFA VIP Hotel – Four Seasons Hotel

Boston: Overlooking Boston’s historic Public Garden and within easy reach of the city’s premier attractions, the luxurious Four Seasons Hotel Boston blends elegant simplicity with distinctive New England flair. A short walk from upscale shopping on Newbury Street, the Four Seasons offers upscale dining options and a full-service health spa – a perfect place for VIPs.

■ FIFA Venue Hotel – Boston Harbor Hotel:

The iconic 18 m stone archway Boston Harbor Hotel, a classically functional luxury property, offers 1,900 m² of waterfront meeting space and a premier business address.

The United Bid has identified these two first-class hotels to serve FIFA with excellent quality and convenient distance to the airport and public transport. Both properties have plenty of experience hosting international football teams and delegations.

Boston’s award-winning Convention and Visitors Bureau will assist FIFA with all its planning needs.

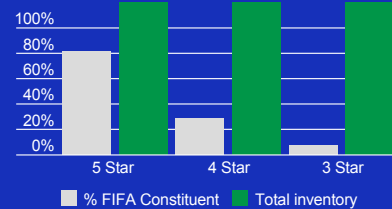


Boston will work with local attractions to create special packages to make their city more accessible to fans.

Cincinnati is a mixture of the Northeast, Old South, Midwest, and Appalachia culture blended with a strong German-Catholic heritage. Today, it's a fast-growing metro area, and home to a remarkable blend of industry and architecture. Cincinnati welcomed more than 7.8 million visitors in 2016 – and offers 217 welcoming and top-rated hotel properties with a total inventory of 23,415 fully equipped rooms, nearly 3,000 of which are first-class rooms, within a brief walk to the stadium and the city's entertainment districts. With a yearly occupancy rate of 65.5%, hospitality is the region's top industry, sustaining 77,000 jobs.

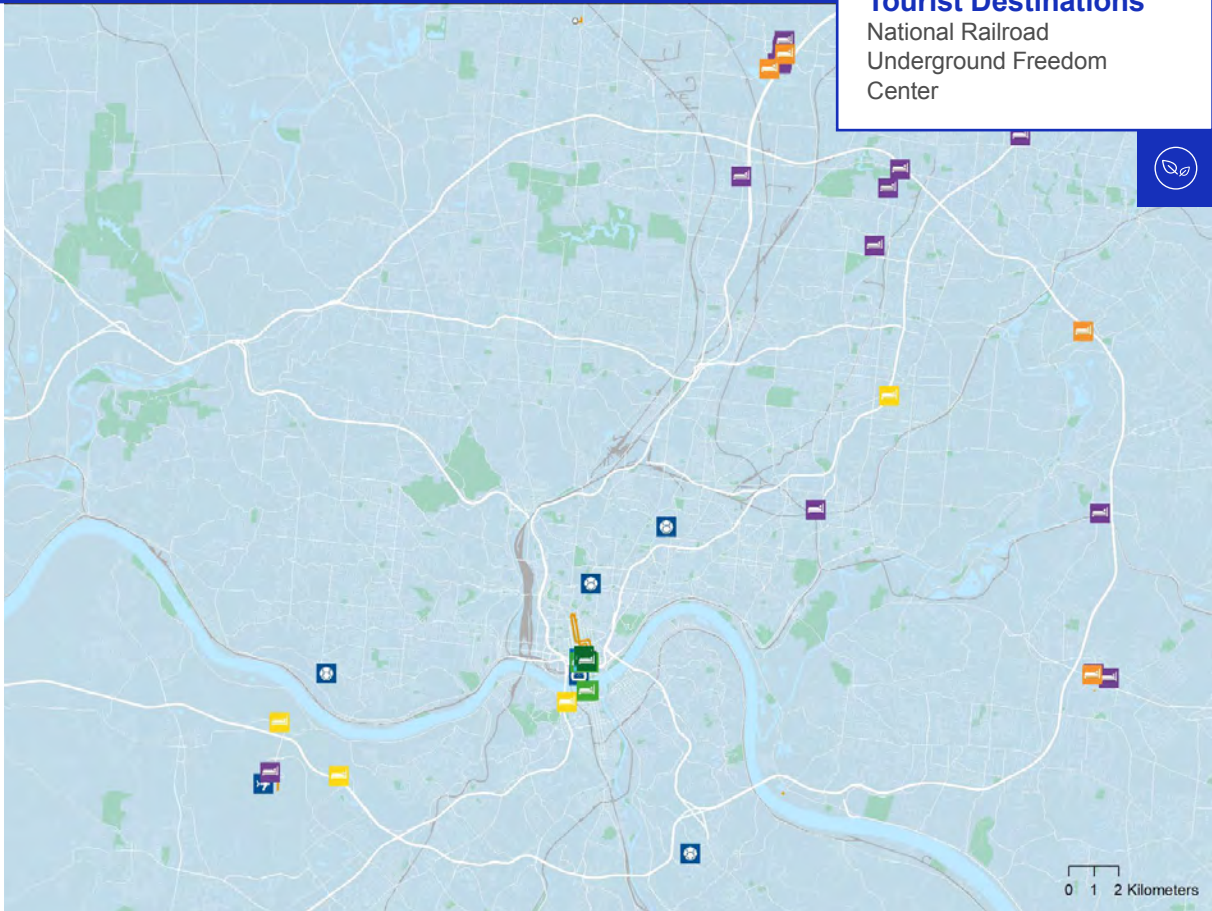


Quarterfinal Requirements
% of total inventory



Tourist Destinations

National Railroad
Underground Freedom
Center



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
The Cincinnati Hotel	4	146	1.8 km/8 min	20 km/25 min
FIFA Venue Hotel				
Hilton Cincinnati Netherland Plaza	4	561	1.0 km/5 min	20 km/25 min

■ FIFA VIP Hotel – The Cincinnati Hotel:

This hotel epitomizes modern luxury in an historic setting for the delight of FIFA’s VIPs, who will be treated to legendary service in an elegant atmosphere in rooms of splendid decor. The FIFA VIPs and guests will be centrally located, just steps away from the Contemporary Arts Center and Fountain Square.

■ FIFA Venue Hotel – Hilton Cincinnati

Netherland Plaza: Opened in 1931, this hotel is one of the world’s finest examples of French art deco style and a registered National Historic Landmark. Located in the downtown central business districts and just a five-minute walk to the Paul Brown Stadium and to the Ohio River, the hotel offers amenities for work and pleasure to the FIFA delegation.

Both hotels are just two blocks apart from each other, and are a short drive or walk to the stadium. Cincinnati Convention and Visitors Bureau and the Sports Commission will be helpful partners for FIFA’s preparations to welcome VIPs and entertain fans.

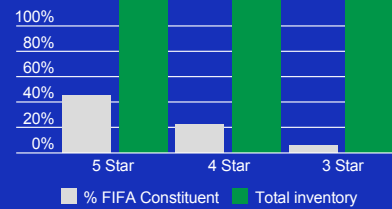


The fan experience in Cincinnati will be walkable, with activities close to Paul Brown Stadium.

Dallas has experience hosting marquee sporting events, including serving as a host for the FIFA World Cup 1994™. The area welcomes more than 52.7 million visitors annually, establishing Dallas as the most popular convention destination in the United States, and has more than 800 hotels and 90,000 rooms with an occupancy rate of 65.5%; within Dallas city limits alone, there are 11,000 qualified hotel rooms. A number of new hotels are being added consistently to the area as well.

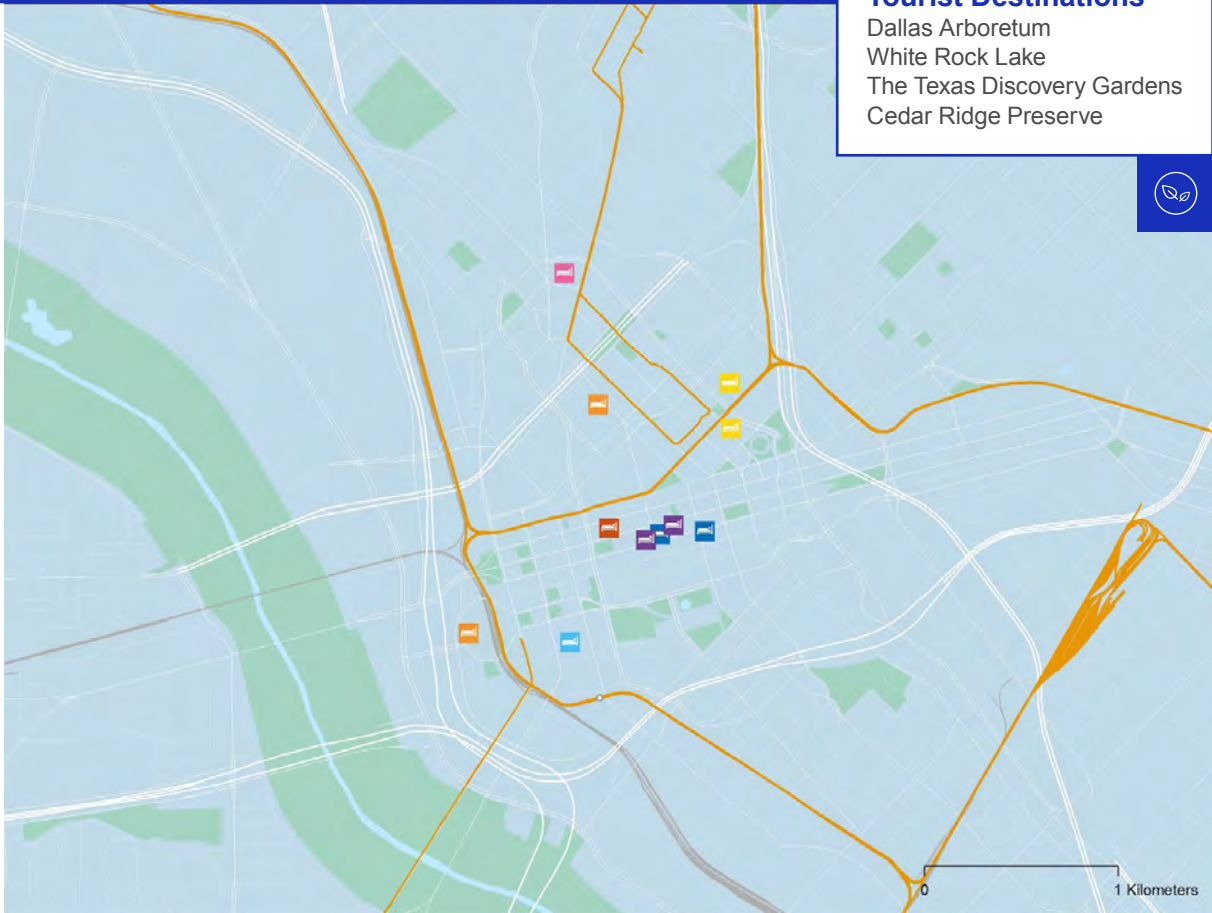


Final Requirements
% of total inventory



Tourist Destinations

- Dallas Arboretum
- White Rock Lake
- The Texas Discovery Gardens
- Cedar Ridge Preserve



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
The Ritz-Carlton, Dallas	5	218	31 km/25 min	33 km/25 min
FIFA Venue Hotel				
Live! By Lowes	5	300	0.8 km/5 min	23 km/16 min

■ **FIFA VIP Hotel – The Ritz-Carlton, Dallas:**

This elegant uptown hotel in downtown Dallas is just a five-minute walk from the Dallas Museum of Art and a 12-minute walk from the AT&T Performing Arts Center. Dallas has also been proposed as the FIFA HQ (see page 258) – with the Omni Hotel as the HQ-Hotel. Since the Omni has more than 1000 rooms, both VIPs and FIFA staff could also stay/work at the Omni if FIFA chooses.

■ **FIFA Venue Hotel – Live! By Lowes:**

The new 300-room hotel will open in 2018 in the heart of the Arlington entertainment district, which is also the home of the proposed FIFA World Cup™ stadium. The hotel is only a short walk to the stadium and offers plenty of entertainment and food options close by.

The Dallas Sports Commission will provide a comprehensive solution in assisting FIFA to facilitate the necessary steps to plan events in Dallas and the surrounding area. North Texas is home to one of the United States' most developed and experienced tourism and event industries.

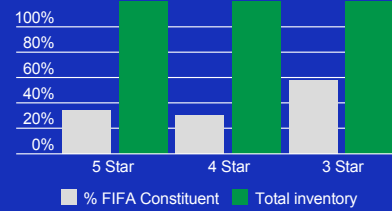


Expanding on current mobile app technology, Dallas can offer customized, real-time information based on a fan's location.

Nestled in the intersection of the Great Plains and Rocky Mountains, Denver is a “green” destination for event planners across America, due to its dedication to sustainable development and ecologically friendly practices. Although Denver is considered a relatively small hotel market, it offers over 8,500 rooms with an average occupancy rate of 84.8%. Most of the hotels, particularly in downtown Denver, are unique and often historic.



Quarterfinal Requirements
% of total inventory



Tourist Destinations

- Denver Botanic Gardens
- Denver Zoo
- Denver Museum of Nature and Science
- Mount Evans



The United Bid recommends the following hotel options:

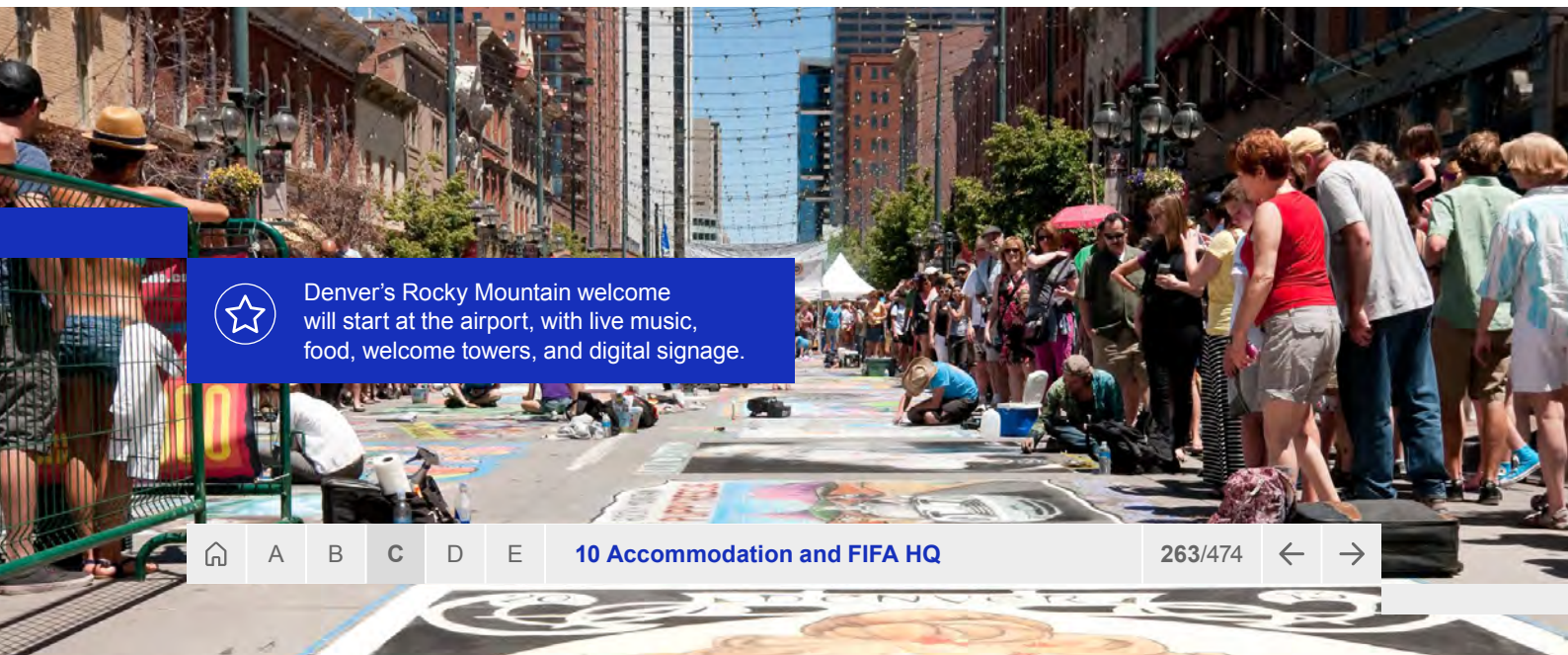
	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
The Ritz-Carlton, Denver	5	202	5 km/12 min	42 km/35 min
FIFA Venue Hotel				
The Westin Denver	5	430	4 km/10 min	38 km/30 min

▪ **FIFA VIP Hotel – The Ritz-Carlton, Denver:** The Ritz Carlton’s luxury amenities make the hotel appealing for hosting FIFA VIPs, and this urban retreat offers modern accommodations, a signature steakhouse, luxury spa, and 1,200 m² of event space.

▪ **FIFA Venue Hotel – The Westin Denver:** Just two blocks away from The Ritz-Carlton, The Westin Denver is an ideal location for the FIFA Venue Hotel, offering downtown amenities, flexible meeting room space, a rooftop pool, and fitness center.

Both proposed hotels are conveniently located in Denver’s downtown area and within a short drive of the stadium.

Visit Denver and Denver Sports will support FIFA in its planning and preparation needs.

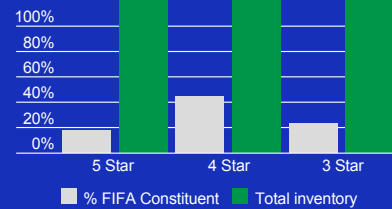


Denver’s Rocky Mountain welcome will start at the airport, with live music, food, welcome towers, and digital signage.

Edmonton is recognized as a unique international travel destination thanks to its location near many of the most famous national parks in Canada. More than three million visitors stay in Edmonton each year, and although Edmonton is the smallest accommodation market of the United Bid, it still provides more than 30 qualified properties and over 6,000 hotel rooms in qualified hotel properties.

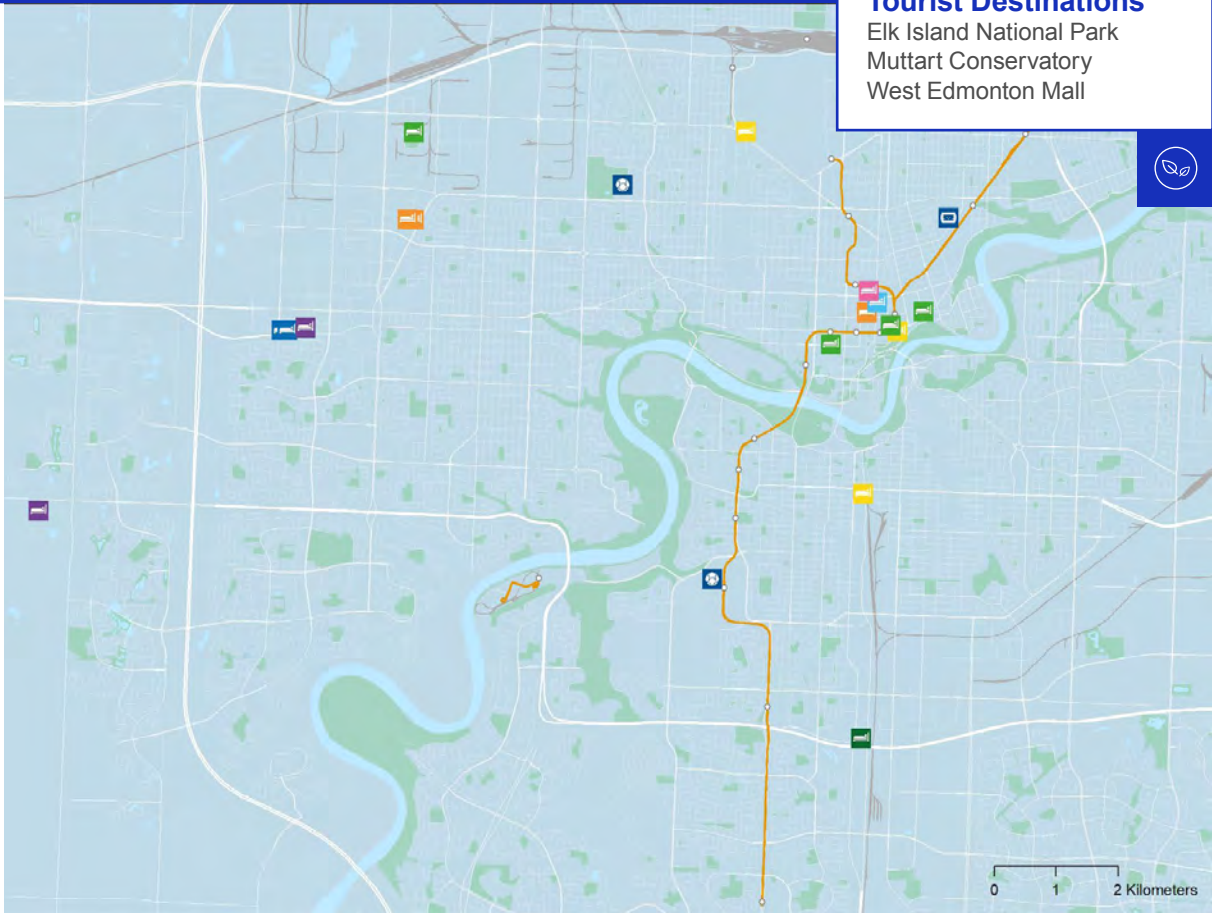


Round of 16 Requirements
% of total inventory



Tourist Destinations

- Elk Island National Park
- Muttart Conservatory
- West Edmonton Mall



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
JW Marriott Edmonton ICE District	4	346	2 km/5 min	17 km/30 min
FIFA Venue Hotel				
The Sutton Place Hotel Edmonton	4	312	3 km/7 min	17 km/30 min

■ FIFA VIP Hotel – JW Marriott Edmonton

ICE District: Located in a mixed-use 55-story building, the lower floors of this hotel are owned and operated by JW Marriott. Opening in 2019, this property will provide FIFA's VIPs and visiting delegations with a contemporary accommodation, exceptional service, and a convenient location, minutes away from the stadium and the city's downtown area.

■ FIFA Venue Hotel – The Sutton Place

Hotel Edmonton: Directly across the street from the JW Marriott, Sutton Place offers the convenience of being close to the FIFA VIP hotel and the proposed FIFA World Cup™ Edmonton stadium, while in the heart of downtown, adjacent to the new ICE District. It combines the perfect location, convenience, and modern renovated guest rooms for FIFA staff with multiple first-class in-hotel dining options and 11 meeting rooms with professional staff to assist FIFA.

Edmonton Tourism is FIFA's central point of contact, providing an experienced team able to source ground logistics or local services as needed.



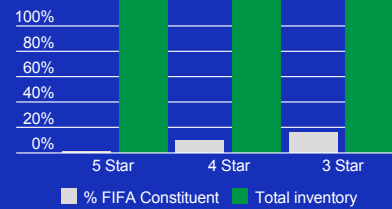
Edmonton, the most northerly city in North America, sits on the banks of the North Saskatchewan River.

Accommodation Guadalajara

Guadalajara is home to most of Mexico’s archetypal cultural emblems: tequila, mariachi, and charrería. The city has an historic richness which makes it a top choice for football fans and other tourists, accommodating over 11.8 million visitors per year. Guadalajara can accommodate large amounts of visitors with over 22,000 rooms in qualified properties. The hotel occupancy rate is 67.8% annually.

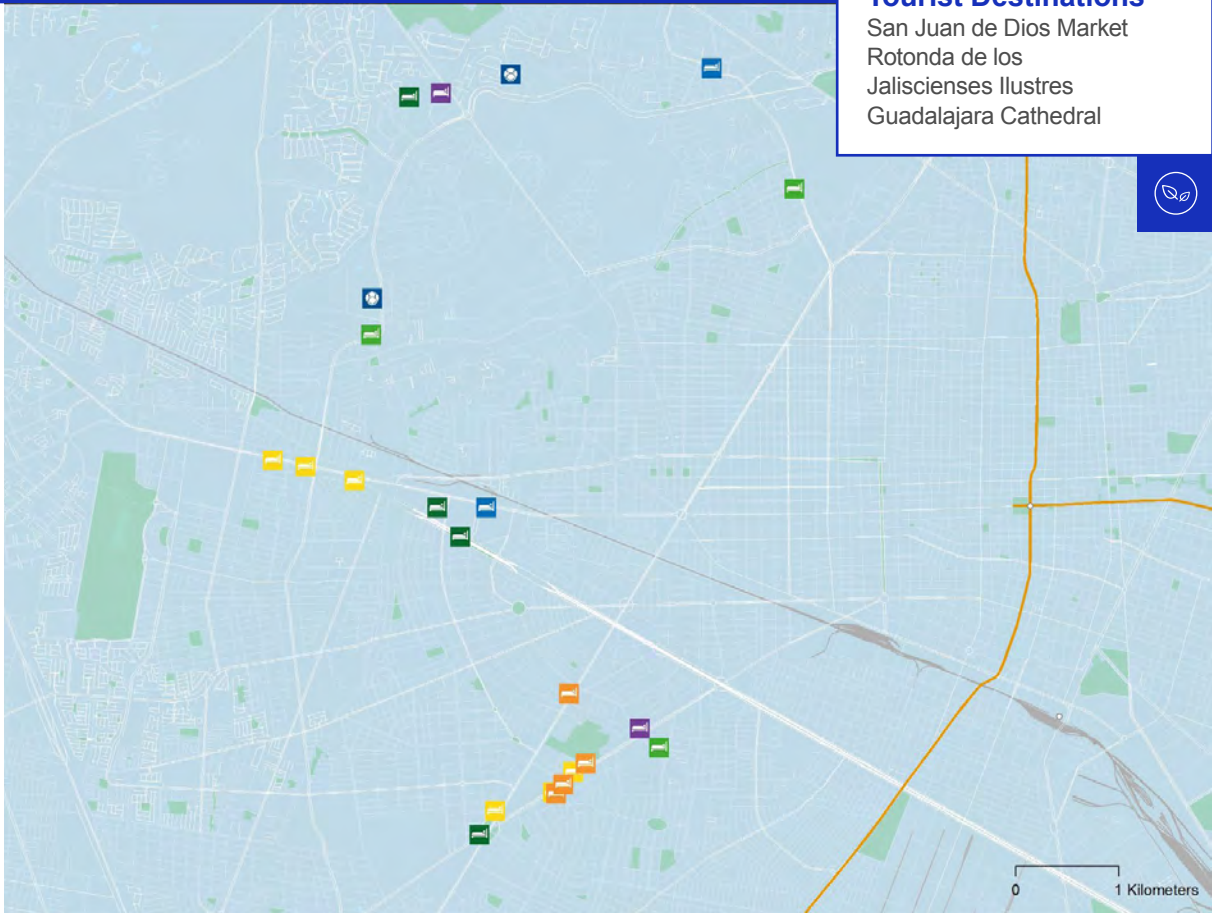


Round of 16 Requirements
% of total inventory



Tourist Destinations

- San Juan de Dios Market
- Rotonda de los Jaliscienses Ilustres
- Guadalajara Cathedral



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Hyatt Regency Andares	5	205	13 km/30 min	30 km/50 min
FIFA Venue Hotel				
InterContinental Presidente	5	423	13 km/30 min	22 km/40 min

- **FIFA VIP Hotel – Hyatt Regency Andares:** Andares Guadalajara is a perfect choice for FIFA’s distinguished guests to enjoy an upscale location offering vibrant dining options in the bustling Zapopan district. Offering Hyatt Regency luxury, it also features a unique lobby bar as a meeting place.
- **FIFA Venue Hotel – InterContinental Presidente:** Located in one of the city’s most exclusive neighborhoods and within walking distance to many of the city’s historical cultural sites, it is the recommended home for FIFA’s staff due to its 19 modern meeting rooms for work space, all featuring state-of-the-art technology, a hospitable staff, fitness facilities, and in-hotel dining options.

The Mexico Tourism Board, the City of Guadalajara, and United 2026 will work with FIFA to support their accommodation strategy in Guadalajara.

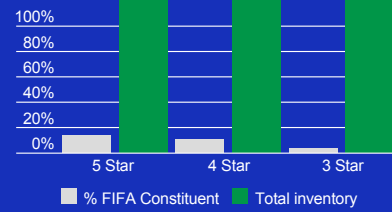


Guadalajara has tested its ability to handle events of international stature and give fans an unforgettable experience.

Houston’s downtown area, one of the largest in the nation, offers 800 qualified hotels and more than 75,000 rooms. The city is equipped to welcome large numbers of visitors, with a regular occupancy rate over 80% and 135,000 persons employed in a variety of hospitality positions. More than a third (28,000) of the rooms are located within 13 km of the proposed FIFA World Cup™ stadium in Houston, allowing easy and direct access to matches.

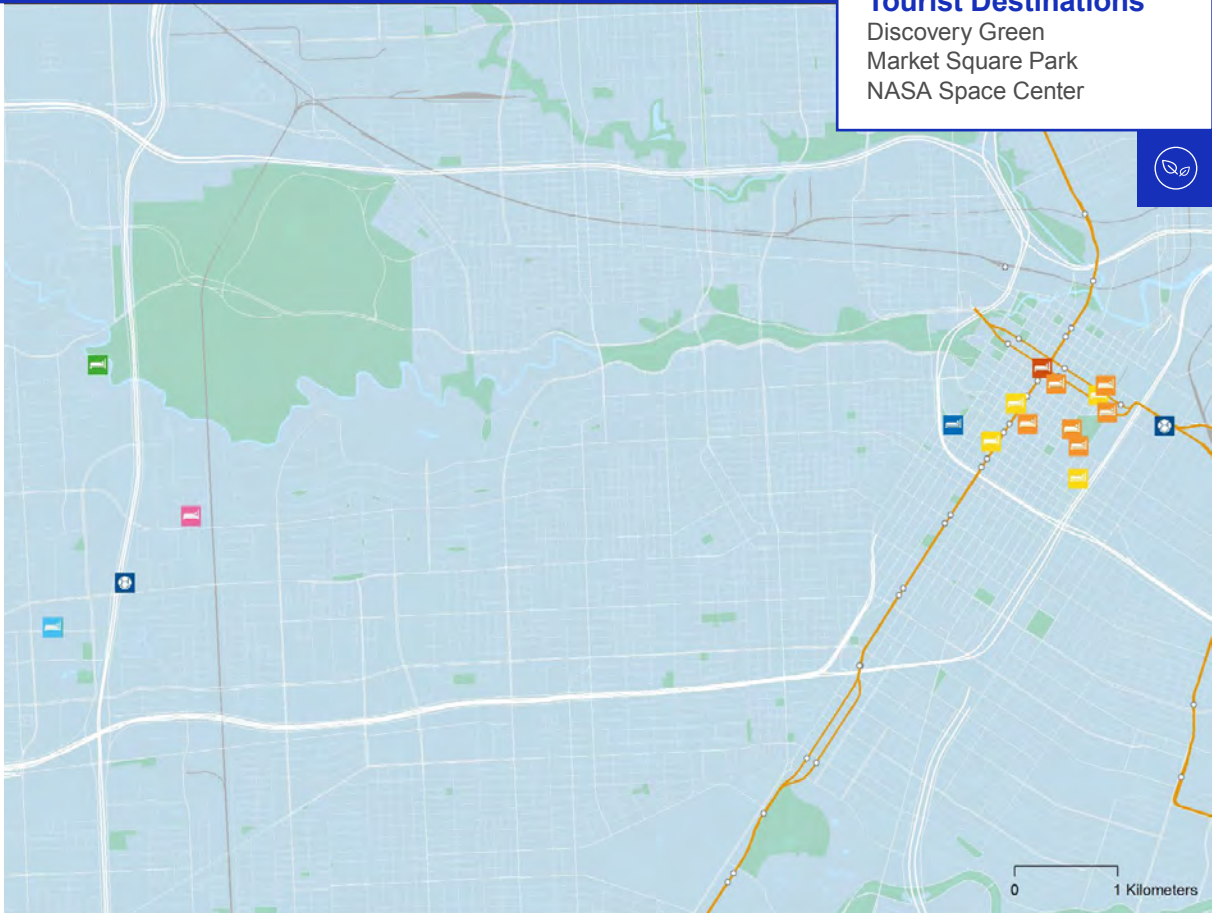


Quarterfinal Requirements
% of total inventory



Tourist Destinations

- Discovery Green
- Market Square Park
- NASA Space Center



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
The St. Regis Houston	5	232	10 km/15 min	44 km/30 min
FIFA Venue Hotel				
The Westin Galleria Houston	4	893	10 km/15 min	44 km/30 min

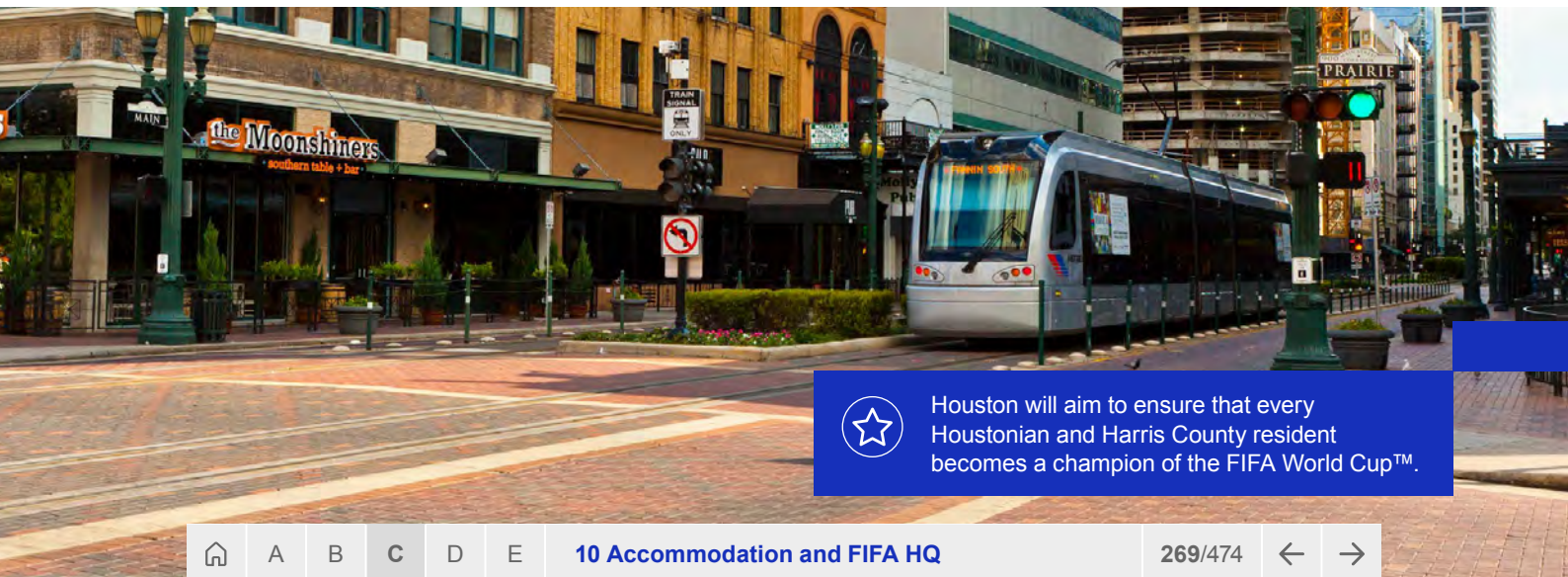
▪ **FIFA VIP Hotel – The St. Regis Houston:**

A boutique hotel, the St. Regis, offers luxurious accommodations and amenities, and over 900 m² of flexible space for hosting meetings or supporting FIFA operations during the tournament. The hotel, which hosted Argentina’s National Team during the 2016 Copa America Centenario, provides easy access to Houston’s luxury shopping district and other local cultural attractions.

▪ **FIFA Venue Hotel – The Westin Galleria**

Houston: This hotel offers 2,100 m² of flexible venue space and is attached to one of the major shopping malls, offering easy access to dining, entertainment, and shopping. The hotel itself offers all basic amenities, including a fitness center and a rooftop pool.

The Greater Houston Convention and Visitors Bureau and the Harris County – Houston Sports Authority will help FIFA to plan the 2026 FIFA World Cup™ in the “Space City.”



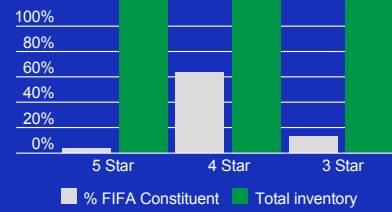
Houston will aim to ensure that every Houstonian and Harris County resident becomes a champion of the FIFA World Cup™.

Accommodation
Kansas City

From its historic downtown to upscale suburban accommodations, Kansas City is a popular destination in the Midwest of the United States, offering over 16,000 hotel rooms, most of which are centrally located in the downtown area and a short distance from the proposed FIFA 2026 World Cup™ stadium. The Kansas City region welcomed a record 24.0 million visitors in 2016.

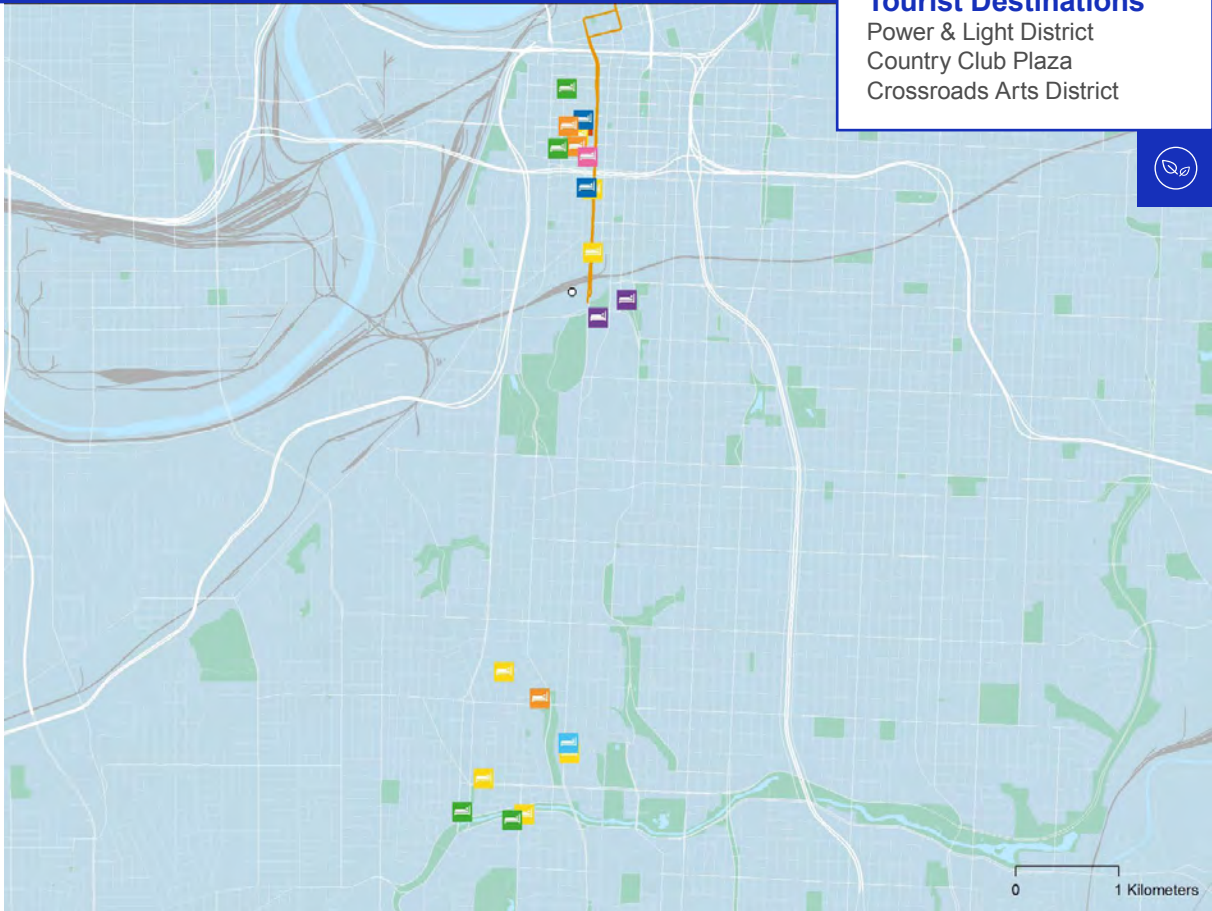


Quarterfinal Requirements
% of total inventory



Tourist Destinations

- Power & Light District
- Country Club Plaza
- Crossroads Arts District



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Hilton President Kansas City	5	213	13 km/20 min	32 km/30 min
FIFA Venue Hotel				
Kansas City Marriott Country Club Plaza	4	295	12 km/20 min	38 km/35 min

- FIFA VIP Hotel – Hilton President Kansas City:** Built in 1920, this hotel is historic, yet modern, with all the amenities that FIFA's VIP guests will expect. Located in the heart of the lively Power and Light District offering entertainment, fine dining, and cultural highlights of Kansas City, the hotel is optimally located.
- FIFA Venue Hotel – Kansas City Marriott Country Club Plaza:** In the West Plaza area of downtown Kansas City, the Marriott provides easy access to many popular local attractions such as the Uptown Theater, Sprint Center, Westport, and the Kansas City Art Institute. Many parks in the vicinity of the hotel offer space to exercise or relax after work.

Visit KC has developed a strong working relationship with hotels in the city and is working with the Kansas City bid team to provide a suitable accommodation program for FIFA.



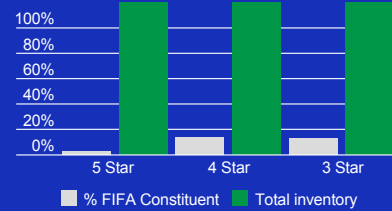
Kansas City is known for its cuisine and its craft breweries – which fans will appreciate.

Accommodation
Los Angeles

Los Angeles, considered the “Entertainment Capital of the World” is one of the world’s premier travel destinations, with more than 47 million visitors per year. As the 4th largest hotel market in North America, Los Angeles offers 80,000 rooms in qualified hotels, with an annual hotel occupancy rate of 80.3%.

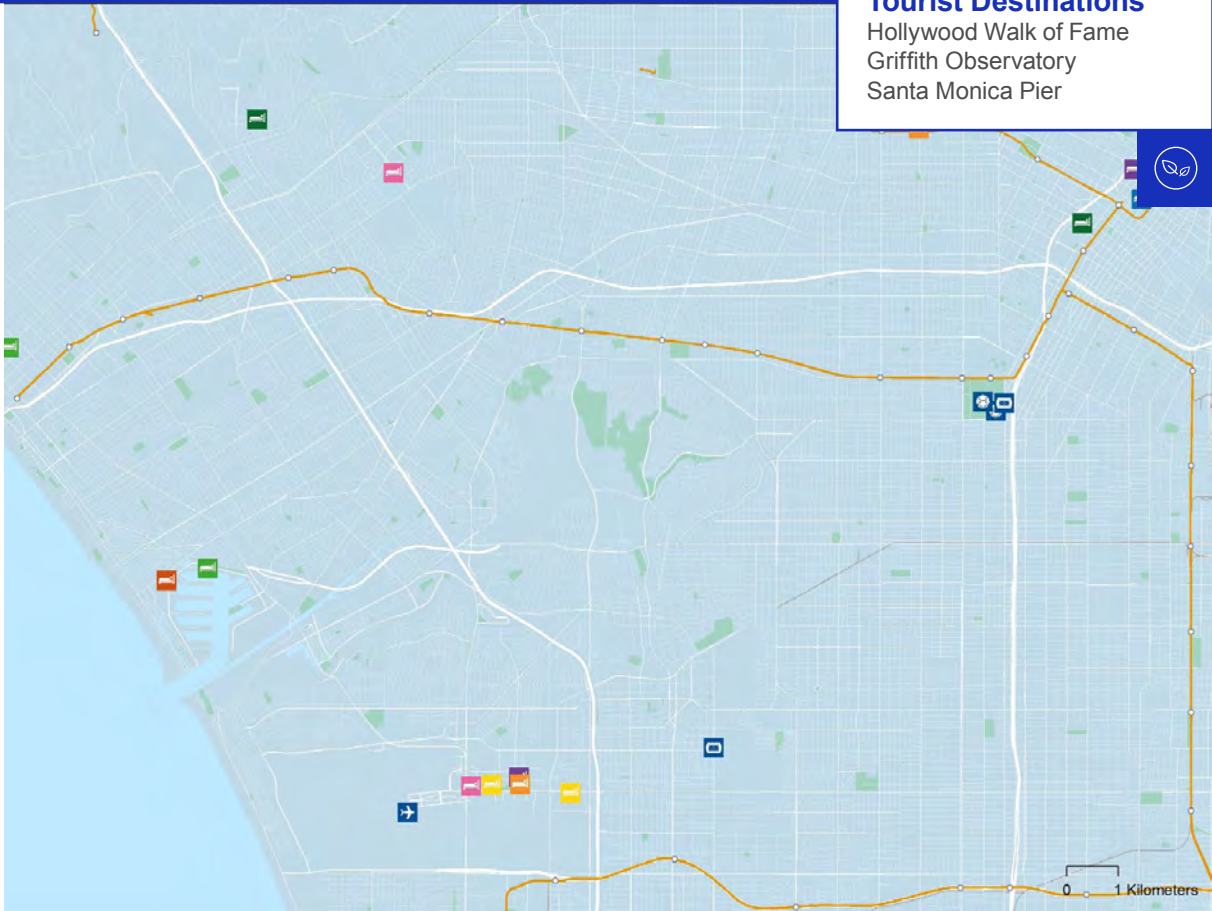


Opening Requirements
% of total inventory



Tourist Destinations

- Hollywood Walk of Fame
- Griffith Observatory
- Santa Monica Pier



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
InterContinental Los Angeles	5	889	37 km/50 min	19 km/30 min
FIFA Venue Hotel				
Omni Los Angeles Hotel	4	453	17 km/22 min	30 km/45 min

▪ **FIFA VIP Hotel – InterContinental Los Angeles:** InterContinental Los Angeles Culver City: Located right between Beverly Hills and Westwood, just minutes from Century City’s entertainment studios, Beverly Hills’ celebrated Rodeo Drive and the sun-soaked beaches of the Pacific. VIPs can also chose from one of three golf courses right around the hotel and will enjoy the amazing lobby, the many restaurants and the pool.

▪ **FIFA Venue Hotel – Omni Los Angeles Hotel:** The Omni is located in Downtown Los Angeles, giving FIFA staff access to a wide variety of entertainment and restaurants while being close to the Stadium and not too far from the Airport. The Hotel offers an outdoor heated lap pool, spa services, fitness center, two restaurants and an exclusive Executive Club Floor and Lounge.

The Los Angeles Tourism & Convention Board is the only U.S. tourism office with 16 branches based overseas. It has more social media followers than any other city tourism office in the U.S., and has been working closely with the United Bid in its efforts to return the FIFA World Cup™ to Southern California.

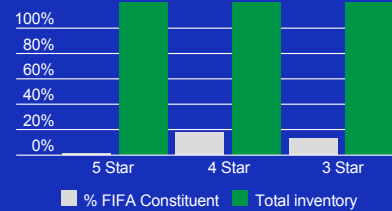


Los Angeles will work with the major tech and entertainment companies to engage the next generation of players and fans in the most cutting-edge platforms for experiencing the games.

Tourism in Mexico City, an ancient Aztec city where the Old World and the New World come together, boasts the most sophisticated hospitality sector in Latin America and welcomes more than 13.6 million tourists annually. There are 376 hotels with 28,252 qualified hotel rooms in Mexico City, with an average occupancy rate of 70% annually.



Opening Requirements
% of total inventory



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
InterContinental Presidente Mexico City	5	700	19 km/30 min	17 km/24 min
FIFA Venue Hotel				
Hyatt Regency Mexico City	5	754	19 km/30 min	17 km/25 min

▪ FIFA VIP Hotel – InterContinental

Presidente Mexico City: Recognized as one of the best hotels in Mexico and located in the center of business and social life in Mexico City, the InterContinental offers luxurious accommodation, including 13 flexible meeting rooms in 1,772 m² of space, with business and banquet services accommodating up to 1,200 guests.

▪ FIFA Venue Hotel – Hyatt Regency

Mexico City: Overlooking Chapultepec Park, one of the sites proposed as a FIFA Fan Fest™, this hotel is located steps from Mexico City's premier cultural attractions. The hotel will provide FIFA with the chance to enjoy time after work, provide fine dining options, and offer 2,635 m² of meeting space with an efficient business center.

The Mexico Tourism Board will work with FIFA to support its accommodation strategy and other planning efforts.

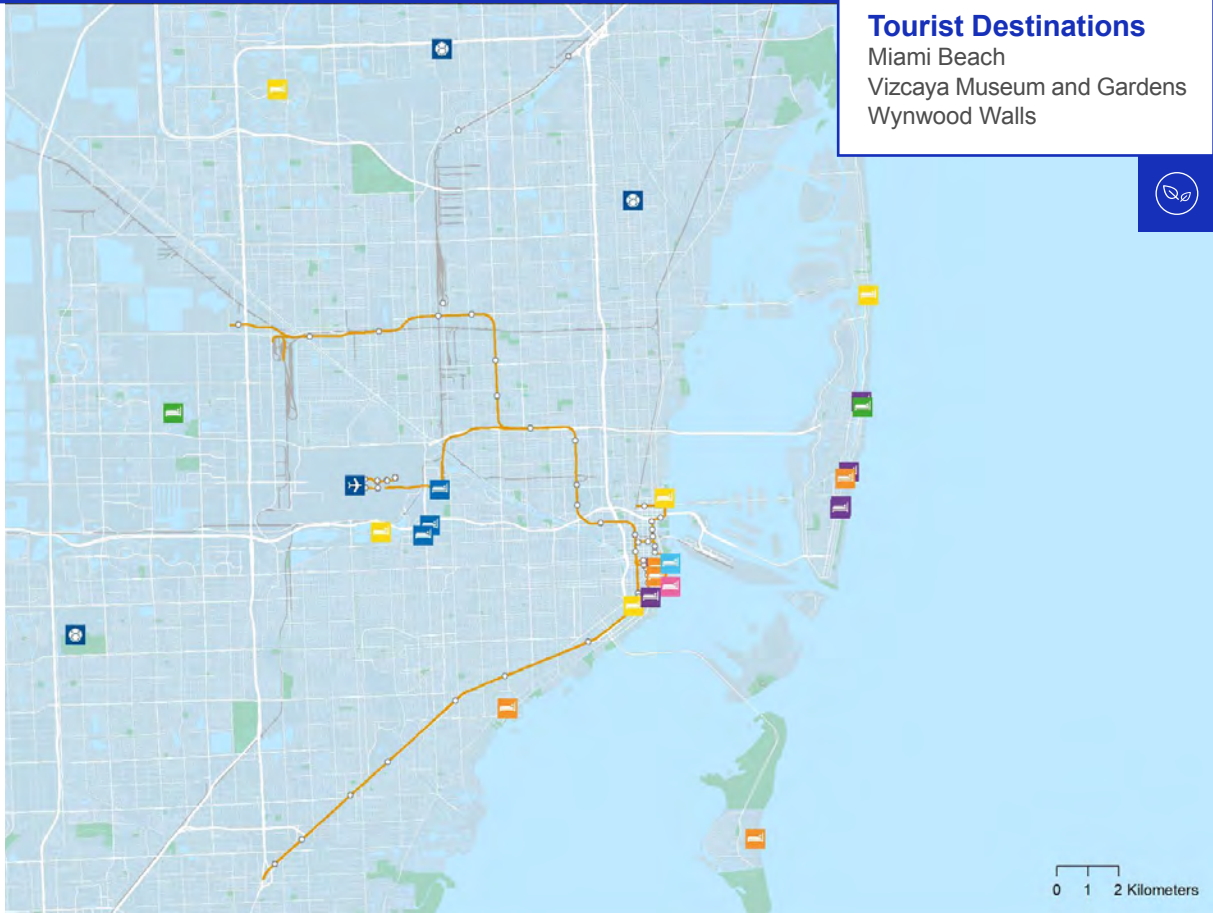
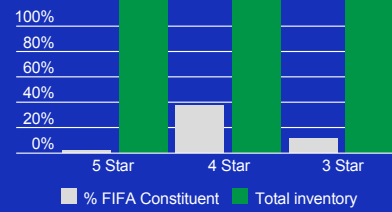


Mexico will implement a “keys to the city” program to allow the fans to experience the event through a series of benefits and discounts.

Miami is the world’s busiest cruise line departure point. Its international airport serves nearly 100 countries, earning Miami its title “Gateway to the World”. Miami hosts more than 15.7 million overnight visitors annually, in 48,000 hotel rooms in qualified hotels with an annual hotel occupancy rate of 76.4%.



Quarterfinal Requirements
% of total inventory



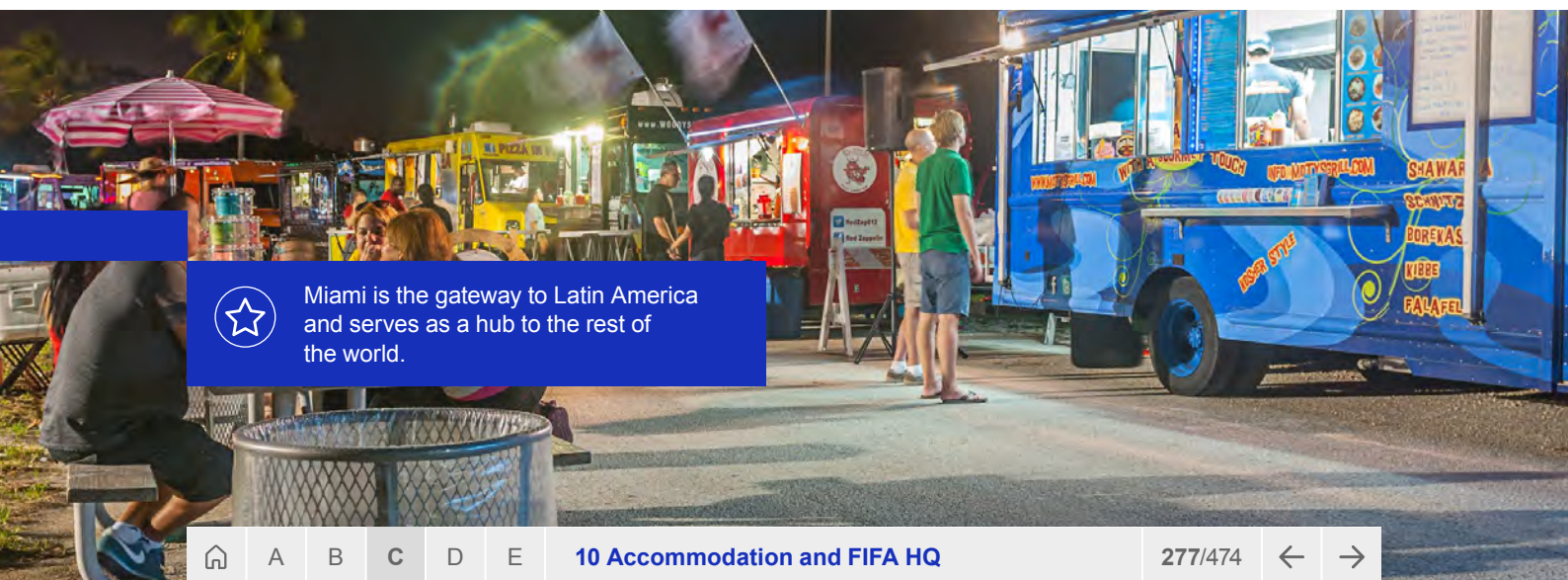
The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Mandarin Oriental, Miami	5	326	24 km/25 min	17 km/25 min
FIFA Venue Hotel				
InterContinental Miami	5	641	24 km/20 min	16 km/25 min

▪ **FIFA VIP Hotel – Mandarin Oriental, Miami:** This property is a waterfront urban resort on the Brickell Key within walking distance to the heart of downtown. The Mandarin Oriental is one of only 11 hotels worldwide to win Forbes Travel Guide’s triple Five-Star and will welcome FIFA’s VIP guests to relax between matches.

▪ **FIFA Venue Hotel – InterContinental Miami:** Just one mile from the proposed FIFA VIP Hotel and in the heart of downtown, the InterContinental is close to the city’s business center and famous beaches. A rooftop pool, fitness center, and spa are available for relaxation and exercise for FIFA staff.

The Greater Miami Convention & Visitors Bureau offers a coordinated network of more than 1,000 private business members and four local governments to help with all aspects of planning.



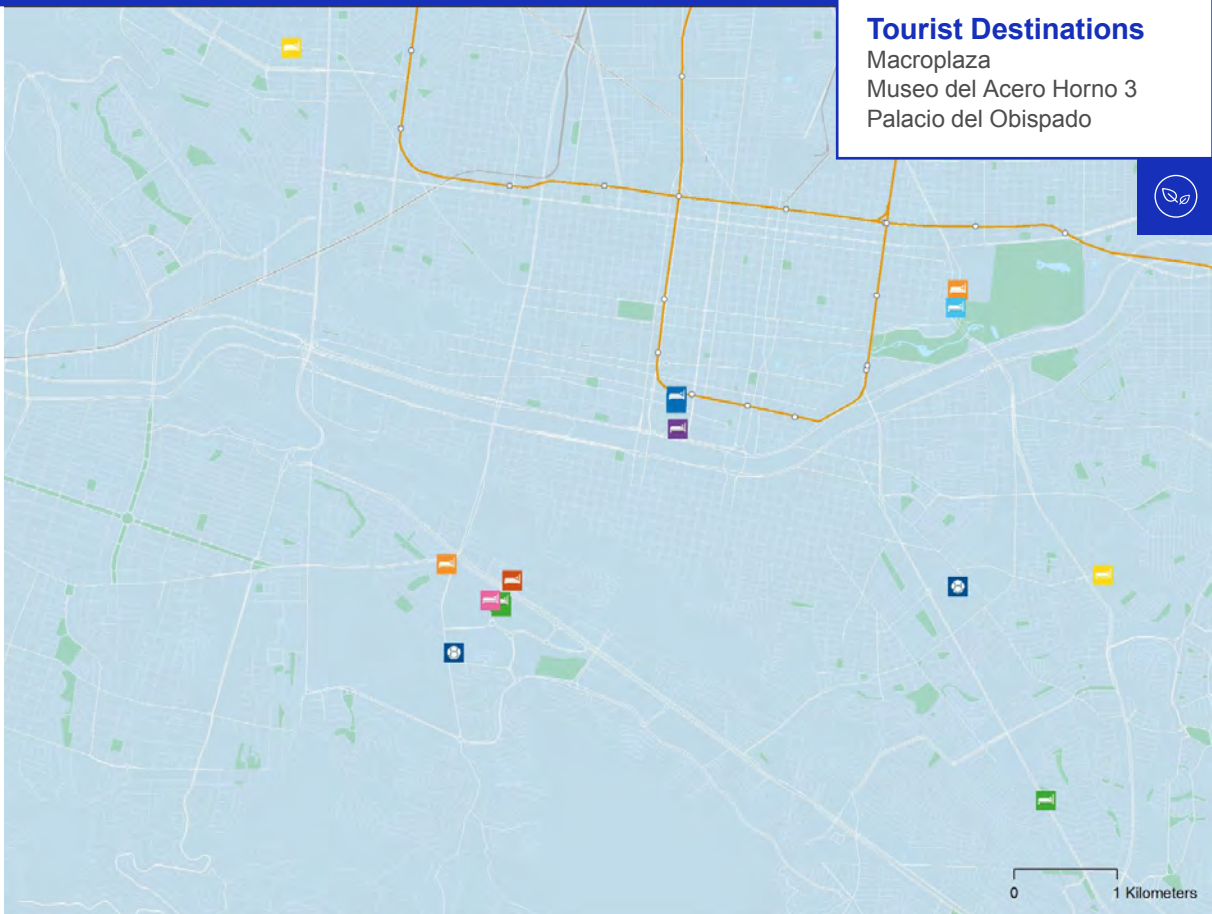
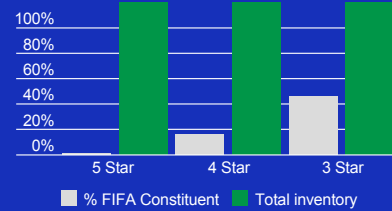
Miami is the gateway to Latin America and serves as a hub to the rest of the world.

Accommodation Monterrey

Monterrey has transformed from a heavy industrial city into an emerging cultural center with a wealth of cultural and entertainment attractions. Monterrey welcomes 2.25 million tourists yearly and offers 95 qualified hotels and 12,709 rooms, with an additional 2,147 rooms planned before 2026. The room occupancy rate runs close to 70% annually.



Round of 16 Requirements
% of total inventory



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Camino Real Monterrey	5	135	14 km/25 min	32 km/40 min
FIFA Venue Hotel				
Holiday Inn Monterrey Parque Fundidora	5	246	8 km/15 min	25 km/30 min

■ **FIFA VIP Hotel – Camino Real Monterrey:**

This hotel's unique design offers FIFA's VIP guests a special experience. The hotel offers exceptional hospitality and gastronomy, and is a superb meeting place for VIP guests and delegates. Adjacent to the hotel are shopping opportunities and a golf course.

■ **FIFA Venue Hotel – Holiday Inn Monterrey**

Parque Fundidora: A base for FIFA's staff to work and unwind, the hotel is located in the heart of Monterrey's entertainment district and on the edge of Parque Fundidora, a perfect place to relax and exercise.

The Monterrey Tourism Office will partner with FIFA to support its accommodation strategy.

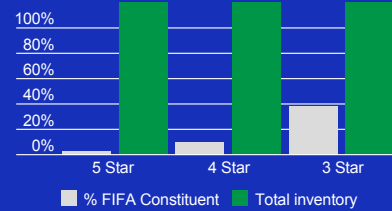


Visiting fans will be welcomed to Player Pavilions within the FIFA Fan Fests™, where locals can support the Mexican National Team and their own teams.

Montréal is a unique blend of European charm and North American energy, attracting 10.2 million overnight visitors in 2016. Montréal has more than 24,000 rooms, including 14,000 located downtown, and an additional 4,000 are connected to the Palais des Congrès de Montréal. The city maintains an 87.6% occupancy rate.

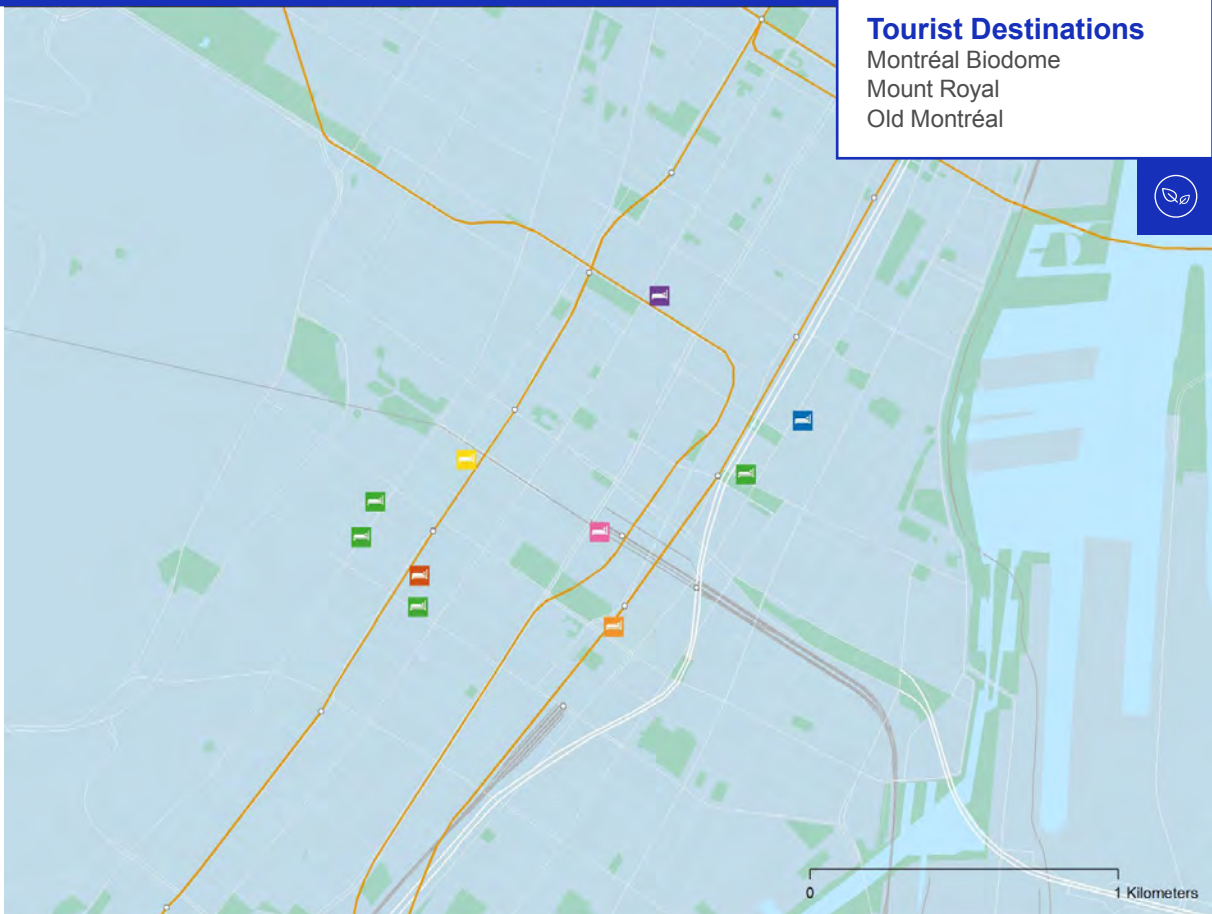


Round of 16 Requirements
% of total inventory



Tourist Destinations

- Montréal Biodôme
- Mount Royal
- Old Montréal



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Fairmont The Queen Elizabeth – Gold Rooms	5	100	9 km/20 min	35 km/50 min
FIFA Venue Hotel				
Fairmont The Queen Elizabeth	5	850	9 km/20 min	35 km/50 min

▪ **FIFA VIP Hotel – Fairmont The Queen Elizabeth – Gold Rooms:** One of Montréal’s most iconic landmarks, the Fairmont boasts a design blending contemporary decor with vintage flair from Montréal’s golden years. The Fairmont’s Gold lounge on the 21st floor provides a compelling private atmosphere for FIFA VIPs and guests.

▪ **FIFA Venue Hotel – Fairmont The Queen Elizabeth:** With a total of 950 rooms, this hotel is located in the center of town, between the airport and the stadium and close to the Saint Lorenz river. The 2nd and 3rd floor of the Fairmont have been redesigned as an innovative business hub divided into a series of meeting and work spaces suited to FIFA’s office needs.

The Tourism Board of Montréal has a legacy of hosting international sporting events, including the Olympic Games in 1976, and will work with FIFA to support planning for all aspects of the Competition.



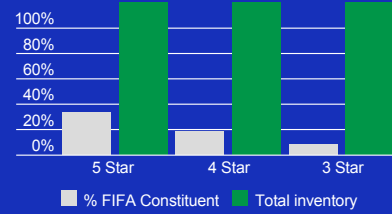
Montréal sits at the confluence of the Saint Lawrence and Ottawa Rivers on the Island of Montreal in the Hochelaga Archipelago.

Accommodation
Nashville

Nashville, with its thriving music industry, welcomed 14.1 million visitors last year. The city offers nearly 28,000 hotel rooms – most of which are centrally located in the downtown area – and maintains an occupancy rate of 69% annually.



Quarterfinal Requirements
% of total inventory



Tourist Destinations

- Country Music Hall of Fame and Museum
- Centennial Park
- Parthenon



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Hilton Nashville Downtown	4	330	1.8 km/7 min	15.0 km/11 min
FIFA Venue Hotel				
Omni Nashville Hotel	4	800	2.0 km/6 min	12.7 km/17 min

■ FIFA VIP Hotel – Hilton Nashville

Downtown: This premier Nashville hotel is right in the heart of downtown, and is within walking distance to the proposed 2026 FIFA World Cup™ Nashville stadium, and to both locations proposed for the FIFA Fan Fest™. The Hilton is a perfect setting to host VIP guests during the 2026 FIFA World Cup™.

■ FIFA Venue Hotel – Omni Nashville Hotel:

Separated by the Country Music Hall of Fame and the Walk of Fame Park, the Omni Nashville is only a block away from the FIFA VIP Hotel. The Omni is a multi-story hotel fully integrated with an expansion of the museum, offering a unique experience for guests.

Both hotels are set in the heart of downtown, a 15-minute walk across the Cumberland River to the proposed 2026 FIFA World Cup™ stadium.

The Nashville Convention and Visitors Corporation looks forward to partnering with FIFA on all its planning efforts.



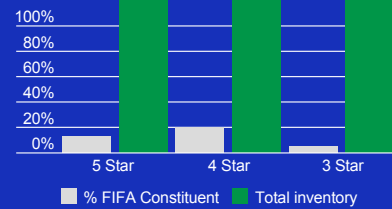
Nashville prides itself on hospitality with more than 14.2 million visitors this year.

Accommodation
New York/New Jersey

The New York/New Jersey metropolitan area has more than 300 qualified hotels and almost 100,000 rooms. From marquee hotels that reflect NYC’s bright lights to boutique hotels tucked away on side streets, to family-friendly stays close to parks and greenery, New York and New Jersey offer the right fit for everyone’s taste. 60 million visitors stay yearly in “the City that Never Sleeps”.

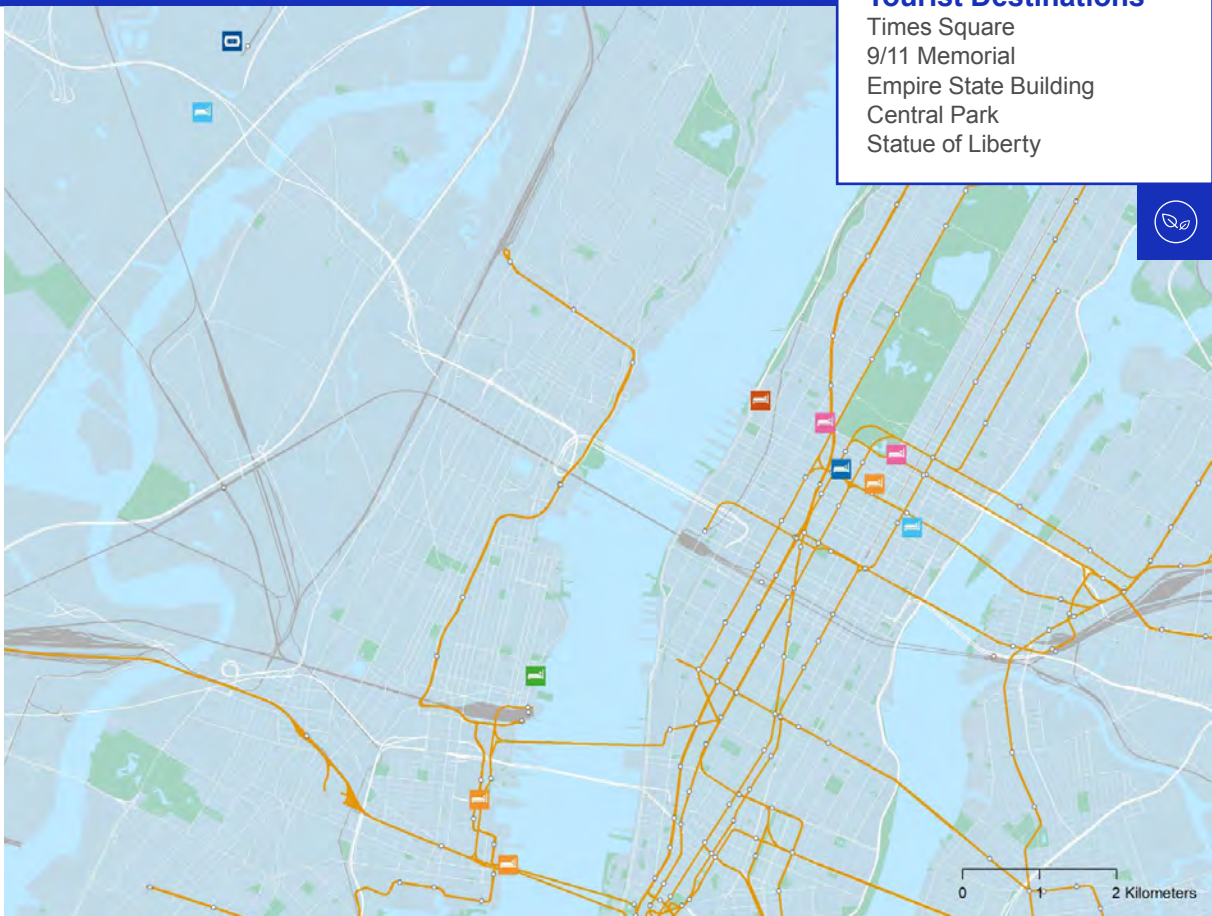


Final Requirements
% of total inventory



Tourist Destinations

- Times Square
- 9/11 Memorial
- Empire State Building
- Central Park
- Statue of Liberty



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Mandarin Oriental, New York	5	244	16 km/40 min	24 km/45 min
FIFA Venue Hotel				
Hilton Meadowlands	4	427	4 km/8 min	20 km/25 min

▪ **FIFA VIP Hotel – Mandarin Oriental, New York:** On the southwest corner of Central Park at Columbus Circle, the Mandarin Oriental offers a bird’s-eye view of the city. If more VIP rooms are needed for the Final – there are plenty of 5-star luxury hotels in New York. The United Bid suggests as an additional VIP hotel – The Pierre. New York / New Jersey has also been proposed as the FIFA HQ (see page 257) – with the Marriott Marquis as the HQ-Hotel. Since the Marriott has more than 2,000 rooms, FIFA Staff could also stay/work at the Marriott if FIFA chooses.

▪ **FIFA Venue Hotel – Hilton Meadowlands:** With the FIFA HQ suggested to be in the Marriott Marquis in Manhattan, the United Bid Committee suggests a hotel for the Venue Staff close to the stadium. Alternatively the Venue Staff could stay in Jersey City which would give them easy access to the stadium and plenty of entertainment in Jersey City, as well as proximity to Manhattan via a short Subway ride.

NYC and Company, the official convention and visitor bureau of New York, and the Meadowlands Regional Chamber will support FIFA to implement its accommodation program and overall visitor experience.

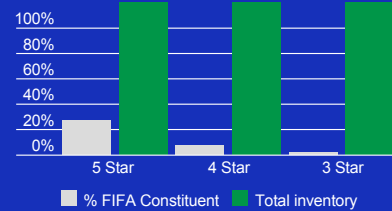


The New York/New Jersey Host Committee will engage fans by building on the tremendous popularity of football among its diverse population.

Orlando is home to Walt Disney World and a wide range of entertainment and sports events, with more than 70 million visitors per year. Orlando currently has an inventory of 91,500 hotel rooms with an occupancy rate of 77.6% annually. In 2017, Orlando opened nine new hotels with an average of 144 rooms and is projected to add 2,500 more hotel rooms in the area over the next few years.

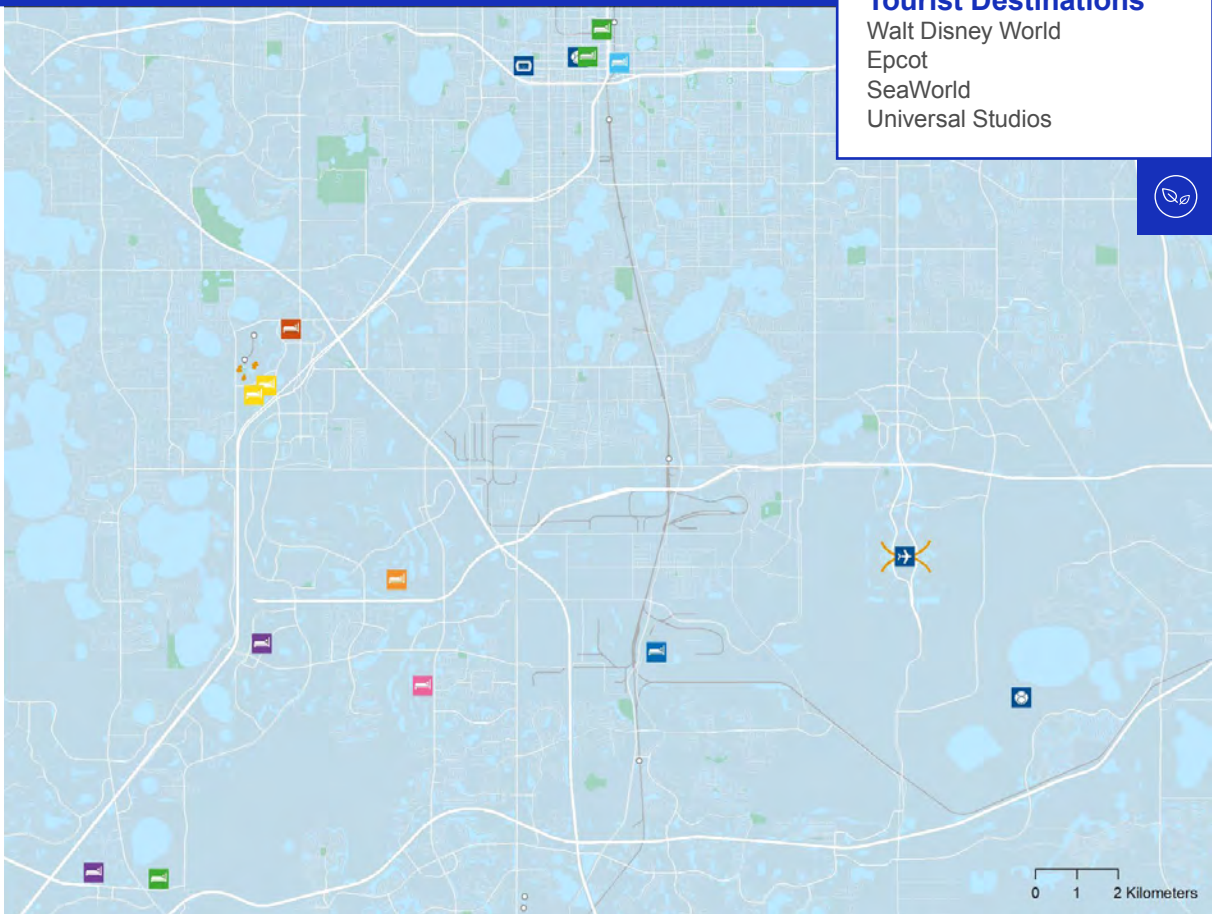


Quarterfinal Requirements
% of total inventory



Tourist Destinations

- Walt Disney World
- Epcot
- SeaWorld
- Universal Studios



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
JW Marriott Orlando, Grande Lakes	4	998	18 km/25 min	17 km/20 min
FIFA Venue Hotel				
Grand Bohemian Hotel Orlando	4	247	5 km/10 min	21 km/25 min

■ **FIFA VIP Hotel – JW Marriott Orlando, Grande Lakes:** Located on over 200 hectares, the JW Marriott offers a quiet retreat for the FIFA guests and VIPs. Dining options include farm-to-table restaurants, as well as sushi and Italian cuisine. FIFA VIPs and guests can access an 18-hole golf course next to the hotel, as well as a spa and multiple swimming pools.

■ **FIFA Venue Hotel – Grand Bohemian Hotel Orlando:** This hotel is a AAA Four-Diamond property, a partner of the Orlando City Soccer Club (MLS), a 10-minute drive to the proposed 2026 FIFA World Cup™ Orlando stadium, and 25 minutes from the airport. Church Street, the new pedestrian area around the hotel, offers many restaurants, shopping, and entertainment within walking distance. Church Street is also one of the locations proposed for the FIFA Fan Fest™.

Visit Orlando, the official destination organization, as well as the Central Florida Sports Commission will support FIFA and its efforts for the Competition.

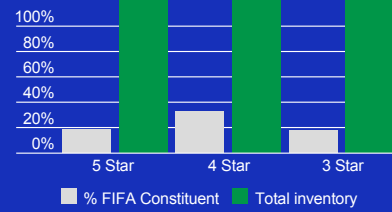


Orlando will get buy-in from everyone across the region to support the 2026 FIFA World Cup™.

Philadelphia, the birthplace of American democracy, is one of the top travel destinations in the United States, with more than 44.2 million visitors yearly. Philadelphia has 45,987 hotel rooms, including 12,600 five-star rooms, over 22 properties, and an overall occupancy rate of 67% annually. Several new hotels are expected to open before 2026, including a 700-room W, Element Hotels by Westin, and a 222-room Four Seasons Hotel.



Quarterfinal Requirements
% of total inventory



Tourist Destinations

- Independence Hall
- Liberty Bell
- Philadelphia Museum of Art/Rocky Steps



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
The Ritz-Carlton, Philadelphia	5	299	10 km/18 min	20 km/25 min
FIFA Venue Hotel				
DoubleTree	4	481	10 km/18 min	21 km/25 min

■ **FIFA VIP Hotel – The Ritz-Carlton, Philadelphia:** This downtown hotel offers modern luxury in a neoclassic historic former bank building. Great restaurants and a unique lobby bar make it a perfect setting to entertain guests and FIFA VIPs.

■ **FIFA Venue Hotel – DoubleTree:** Just four blocks from the FIFA VIP hotel, the DoubleTree is close to subway stations and other public transport and offers more than 2,500 m² of flexible function space, a modern fitness center, and rooftop pool.

Both hotels are situated in the heart of downtown Philadelphia, just minutes away from many of the city’s historic sites, and have experience hosting sporting delegations, officials, and fans. The Philadelphia Convention and Visitors Bureau will be the point of contact for FIFA to support the accommodation and visitor experience.



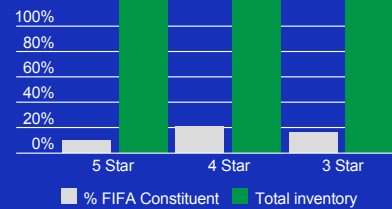
Philadelphia has a culture of open communication and visitor engagement to ensure that fans are easily “in the game”.

Accommodation San Francisco Bay Area

The Metropolitan areas of San Francisco, Oakland, and San Jose are known for their iconic skyline, Fisherman’s Wharf, and the Golden Gate Bridge, and as the epicenter of the innovation and high-tech sector in Silicon Valley. The Bay Area ranks in the top 50 most visited destinations worldwide, welcoming 25.1 million visitors in 2016. Currently, the area offers 37,000 hotel rooms in 166 qualified hotels and an occupancy rate of 85%.

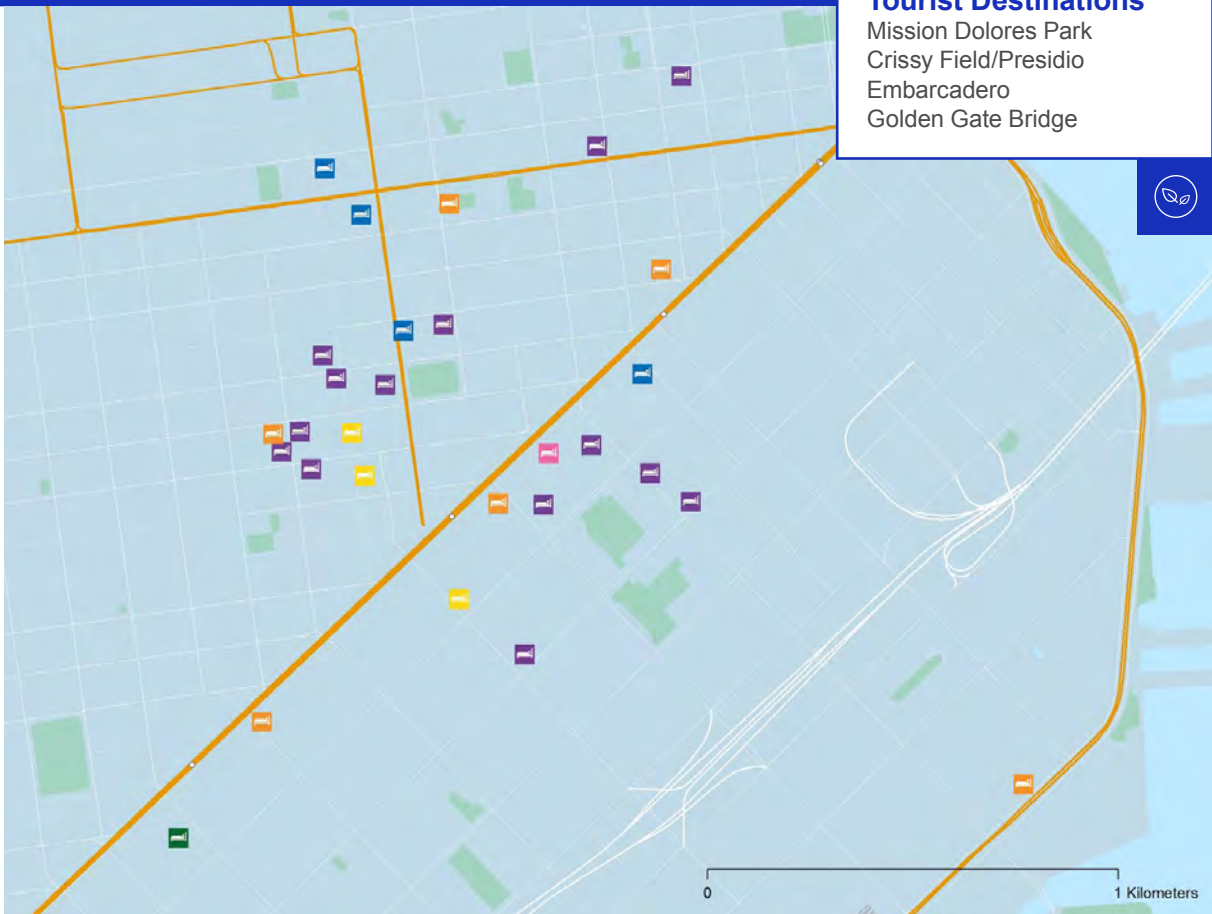


Semifinal Requirements
% of total inventory



Tourist Destinations

- Mission Dolores Park
- Crissy Field/Presidio
- Embarcadero
- Golden Gate Bridge



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Four Seasons Hotel San Francisco	5	277	71 km/60 min	74 km/60 min
FIFA Venue Hotel				
Fairmont San Jose	4	805	15 km/20 min	6 km/12 min

■ FIFA VIP Hotel – Four Seasons Hotel

San Francisco: Overlooking the city, this hotel offers FIFA’s VIP guests a stay close to everything that makes San Francisco one of world’s premier destinations. Should FIFA wish to have their VIPs stay closer to the 2026 FIFA World Cup™ stadium, there are many high-end hotels in San Jose and Santa Clara as well.

■ FIFA Venue Hotel – Fairmont San Jose:

To accommodate quick and easy access to the proposed 2026 FIFA World Cup™ stadium while still offering a downtown selection of entertainment, dining, shopping, and access to parks, the Fairmont San Jose offers hospitality with modern rooms and a legendary lobby lounge. The Fairmont offers 1,400 m² of space in a comprehensive range of flexible meeting facilities.

San Francisco and the Bay Area have multiple tourism and planning agencies to work with FIFA on staging the Competition.

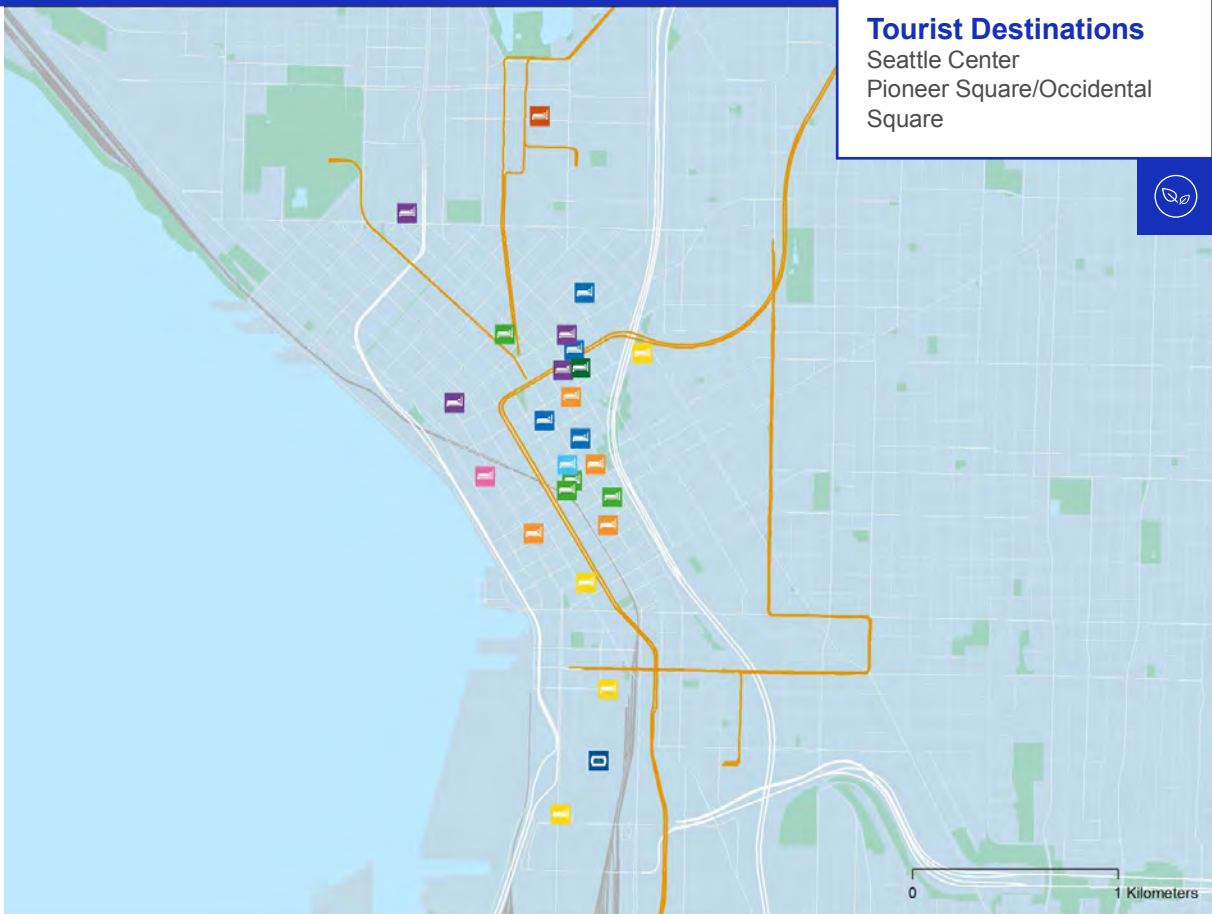
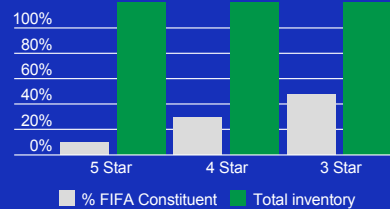


Community volunteers will play a central role throughout many facets of the 2026 FIFA World Cup™.

Seattle is a gateway for business and leisure travel to the Pacific Northwest, featuring the best of both urban and outdoor experiences. Nearly 40 million people visit Seattle annually. The city offers 11,000 rooms in hotels downtown and another 21,000 in the greater metropolitan area. Seattle hotel room demand continues to outpace supply, and the city currently has an occupancy rate above 80% annually. New hotels are expected to bring an increase of over 5,000 rooms to the existing supply before 2026.



Quarterfinal Requirements
% of total inventory



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Four Seasons Hotel Seattle	5	147	2 km/8 min	20 km/25 min
FIFA Venue Hotel				
Fairmont Olympic	4	450	3 km/10 min	20 km/25 min

■ FIFA VIP Hotel – Four Seasons Hotel

Seattle: Located between downtown Seattle and Elliott Bay, the Four Seasons offers FIFA's VIP guests exclusive views of the Bay and the Puget Sound. Washington State's only Forbes Five-Star hotel offers the expected amenities of a five-star hotel to host VIP guests.

■ FIFA Venue Hotel – Fairmont Olympic:

Just about three blocks from the proposed FIFA VIP hotel, the Fairmont offers downtown flair and access to Elliott Bay for relaxation or exercise. The Fairmont is a landmark in Seattle's downtown and for almost 100 years has maintained modern services and standards. Its rooms and the 1,400 m² of flexible function spaces are up to the latest technological standards.

These two hotels are conveniently located in the center of the city, adjacent to the Washington State Convention Center, a mere 3 km from the proposed 2026 FIFA World Cup™ Seattle stadium, and less than 25 minutes driving distance from the international airport. Both hotels have experience hosting sports delegations.

Visit Seattle will connect FIFA with more than 1,000 local hospitality businesses and services throughout the preparation and staging of the 2026 FIFA World Cup™.

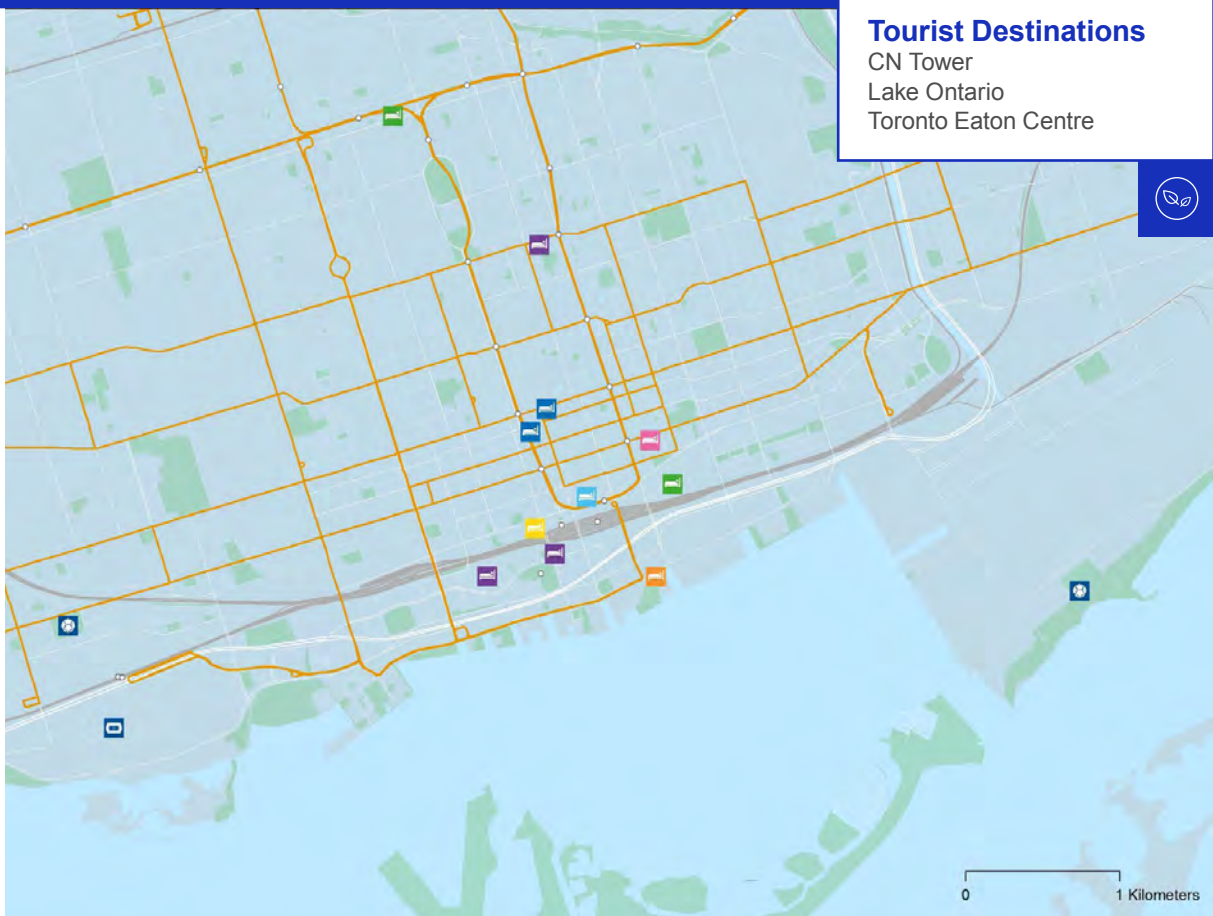
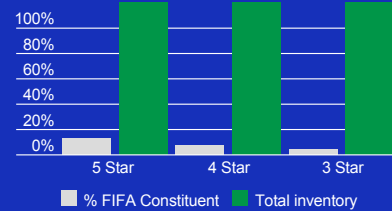


Seattle is known as the City of Music, with over 100 music venues and events.

Toronto welcomed 41.9 million tourists in 2016, of which 15.0 million were overnight visitors who stayed in one of the 33,000 hotel rooms available in and around the downtown area. The occupancy rate is 75.4% annually.



Round of 16 Requirements
% of total inventory



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Omni King Edward Hotel	4	301	7 km/15 min	26.8 km/24 min
FIFA Venue Hotel				
Fairmont Royal York	4	1,386	4 km/10 min	26.8 km/24 min

■ FIFA VIP Hotel – Omni King Edward

Hotel: The first luxury hotel in Toronto has been updated for the 21st century to showcase the old-world charm and nature of Toronto, with guest rooms, meeting spaces, lobby, restaurant, and bar. The hotel is conveniently located in the financial, entertainment, and shopping districts. The Omni offers exclusive dining options in Victoria's Restaurant and Consort Bar, and still keeps the hotel's long-standing tradition of afternoon tea – a favorite activity of families and people watchers.

■ FIFA Venue Hotel – Fairmont Royal York:

This historic 1929 building has just recently undergone a multi-million dollar guest room update, which included a newly renovated pool, health spa, and an upgrade of the fitness center. Located downtown by Union Station, the hotel is in close proximity to public transport as well as other downtown amenities, and only two blocks away from Lake Ontario.

The Tourism Board of Toronto will use its experience hosting multiple sport events and visitors to help FIFA with planning the Competition.



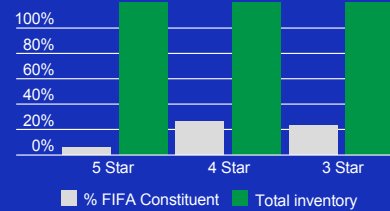
The visitor experience will center on a feeling that Toronto is "United" together with its FIFA World Cup™ guests and athletes.

Accommodation Washington, DC

Washington, DC welcomes over 20 million visitors annually with its impressive inventory of 130 hotels and over 31,000 hotel rooms. The average hotel occupancy reaches 64% annually, with a mix of tourists and business travelers.

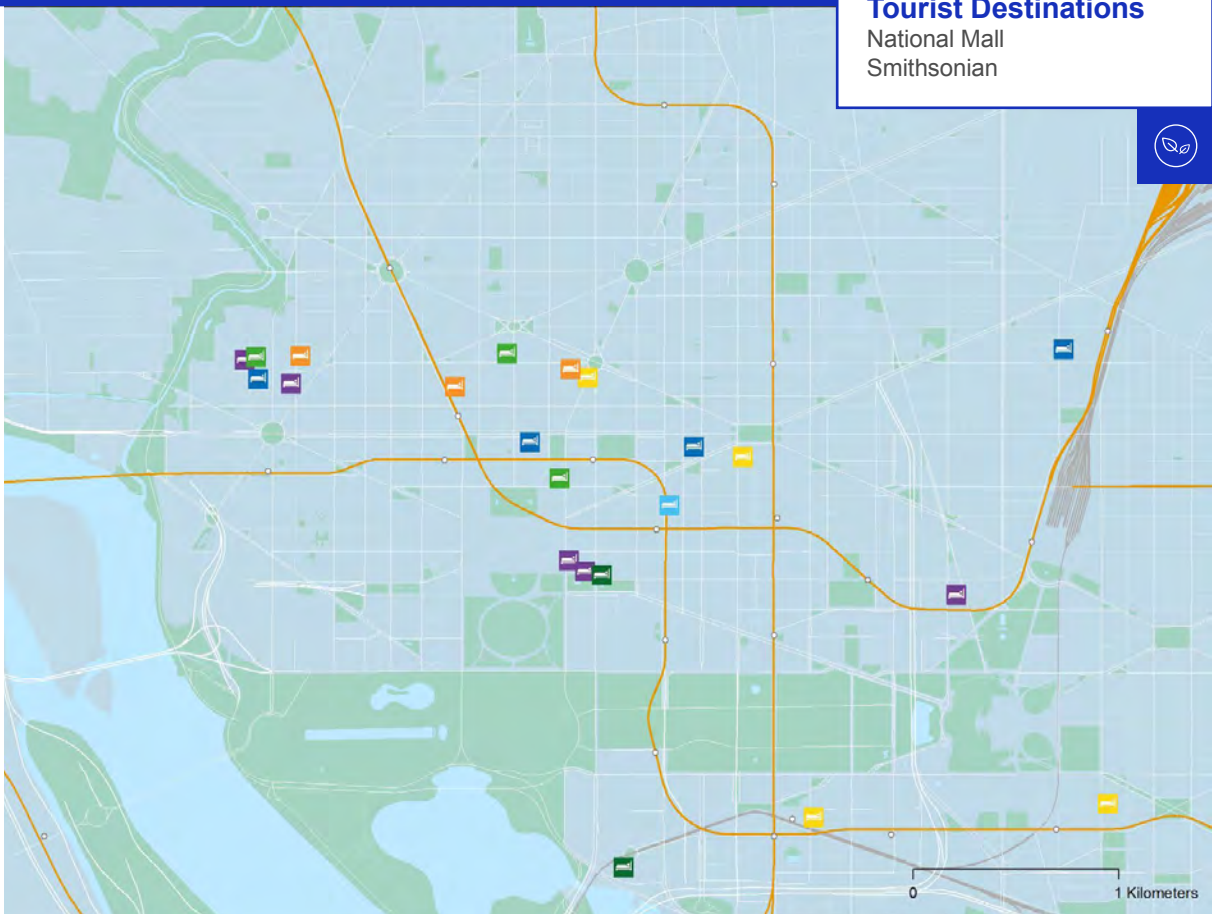


Semifinal Requirements
% of total inventory



Tourist Destinations

National Mall
Smithsonian



The United Bid recommends the following hotel options:

	Star Rating	No. rooms	Stadium km/min	Airport km/min
FIFA VIP Hotel				
Mandarin Oriental, Washington, DC	5	400	9 km/10 min	53 km/50 min
FIFA Venue Hotel				
Washington Marriott at Metro Center	5	850	10 km/12 min	57 km/55 min

■ FIFA VIP Hotel – Mandarin Oriental

Washington, DC: Prominently placed along the city's revitalized southwest waterfront, Mandarin Oriental, Washington, DC offers five-star service with extensive facilities in a picturesque setting. Just a short walk from the nation's most historic monuments, the hotel is also close to a number of restaurants and attractions in the new District Wharf neighborhood.

■ FIFA Venue Hotel – Washington Marriott at Metro Center

This hotel provides a home base for FIFA staff and guests. Situated in the heart of the city's downtown, the Marriott is within walking distance of a major subway station, in the middle of downtown, and only 12 minutes from the proposed 2026 FIFA World Cup™ Washington, DC stadium.

Destination DC is an experienced local partner that has hosted thousands of conventions and tradeshows that attract nearly one million attendees annually, and will work with FIFA to host the 2026 FIFA World Cup™.



There are few cities better equipped or more capable of warmly welcoming millions of visitors annually than Washington, DC.

11

AIRPORTS



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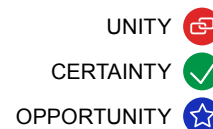
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11 Airports



11 Airports



The United Bid features a network of existing airports and related facilities that include some of the busiest, highest capacity, and most modern facilities in the world.

With air travel serving as the primary entry point for fans traveling to North America from abroad, and the most convenient direct option for fans to move between many of the Candidate Host Cities, this network ensures reliable and convenient support for players and officials, fans, media, partners, and everyone else traveling in connection with the 2026 FIFA World Cup™.

The majority of the Candidate Host Cities are served by two or more major national or international-class airports. All cities are served by multiple Fixed Base Operator (FBO) airports that will cater to team and VIP arrivals. Each is linked with a range of public and private ground transportation systems.

In accordance with the FIFA Airport Agreement, the United Bid will provide on-site fan services and support in airport terminals, with further support using digital media platforms to extend the direct, live, and intelligent next generation travel experience across the three Host Countries and Candidate Host Cities. Each airport will feature prominent welcome and information desks, as well as specific signage and decor

plans to direct our guests and visitors to ensure a consistent message at all transportation hubs. All signage and announcements will be presented in multiple languages, and volunteers will be equipped to provide support and guidance to fans from all participating countries. FIFA World Cup™ accredited guests will be greeted and directed to special loading zones to provide the highest level of guest experience available.

Each of our airports is already equipped with the latest security and screening capabilities. Further, each of our Host Countries will work with the relevant government agencies and stakeholders across the Candidate Host Cities to deploy staff at all international arrival locations to facilitate easy access procedures. Assistance and information teams will be on site to help resolve any entry-related issues and expedite the customs and immigration entry process for FIFA representatives and the team delegations.

In addition to the existing airport capacity offered by the Candidate Host Cities, many of the airports have upgrades and/or expansions planned or already underway. Any major upgrades that are underway or planned between now and 2026 have been highlighted. In addition to increased capacity, these improvements include maintenance, operational safety, support facility

construction, infrastructure improvements, and rehabilitation of runways and taxiways.

All airports have undergone a detailed review and selection process to identify those which are most suitable as the main airports during the Competition, taking into account proximity and connectivity to event-related destinations and their overall capacity. All of our airports have signed the FIFA Airport Agreement.

As required in the Airport Agreements, the United Bid will secure all outdoor media within the perimeter of our airports during the Competition. If the United Bid is selected to host, we will enlist the help of our Candidate Host Cities and airport partners to confirm available outdoor media opportunities.

Airport facts

North America has six of the top 20 airports in the world.

Our airports have an average of 106 gates and service to 133 destinations.

Our airports offer non-stop service from the Candidate Host Cities to 96 countries on all six inhabited continents.



Hartsfield-Jackson Atlanta International Airport has been the world's busiest airport by passenger traffic since 1998; and by number of landings and take-offs from 2005 to 2013. The airport has 209 domestic and international gates.

The airport serves as a major hub for travel throughout the southeastern region of the United States. It is the primary hub of Delta Air Lines, and is a focus city for low-cost carriers Frontier Airlines, Southwest Airlines, and Spirit Airlines. With just over 1,000 flights a day, the Delta Air Lines hub is the world's largest. There are direct flights to/from every United Bid Candidate Host City, and dozens of international locations including London, Paris, Moscow, Frankfurt, Amsterdam, Seoul, and Doha, for fans from around the world.

In 2016, the airport's 20-year master plan was finalized, which includes a series of enhancements such as terminal modernization, concourse construction, expansion of existing concourses, new parking facilities, and a sixth runway. The "Focus On the Future" program involving multiple construction projects with the intention of preparing the airport for future passenger capacity has resulted in over USD \$9 billion of investment. There are no other airports with commercial service within 80 km.

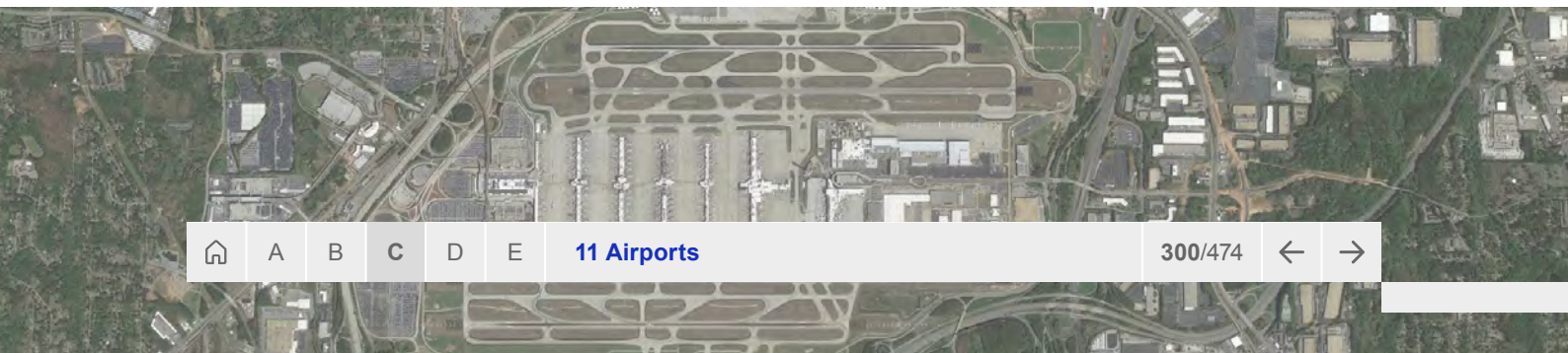


Airport facts

Annual passenger traffic	100 million
Operational hours	24
# of runways	5
# of gates	207
Road distance to downtown (km)	16.9
Road distance to stadium (km)	16.9
# of airlines	23
# of non-stop destinations (domestic)	150
# of non-stop destinations (international)	75
# of total non-stop destinations	225
Non-stop destinations to CAN	3
Non-stop destinations to MEX	10

The airport is linked to the city's rapid transit rail system, MARTA. In addition to rail, a bus route also provides a link to the downtown.

The ATL SkyTrain links the airport directly to the Georgia International Convention Center. The domestic terminal is accessed directly from Interstate 85 and international terminal from Interstate 75.



Baltimore/Washington International Thurgood Marshall Airport is the busiest, by passenger count, of three major airports serving the Baltimore-Washington metropolitan area.

It is located just 14 km south of downtown Baltimore and 51 km northeast of Washington, DC, making it an extremely convenient and accessible airport for both cities.

At present, the airport is constructing six additional gates in the international facility, which will provide additional international air service capacity. BWI airport is in the planning stages for expansion of the baggage handling system supporting concourses A and B.

Other major airports serving the city include Ronald Reagan Washington National Airport (DCA), and Washington Dulles International Airport (IAD).

The airport is served by BWI rail station, which links to Baltimore's Penn station. An LRT service links the international terminal to the city of Baltimore and transfers to the metro subway.

A bus service to the downtown alternates its services in conjunction with the LRT services.

BWI is located at the southeast terminus of Interstate 195, a spur route providing connections to the Baltimore-Washington Parkway and Interstate 95.



Airport facts

Annual passenger traffic	25 million
Operational hours	24
# of runways	3
# of gates	68
Road distance to downtown (km)	14
Road distance to stadium (km)	15.5
# of airlines	21
# of non-stop destinations (domestic)	79
# of non-stop destinations (international)	13
# of total non-stop destinations	92
Non-stop destinations to CAN	1
Non-stop destinations to MEX	1



Logan International Airport is the largest airport in the New England region and 17th busiest airport in the United States.

It is a hub for Cape Air, Delta Air Lines, and PenAir. International service has grown significantly over the last decade, with flights available to most major cities in Europe and non-stop routes to Asia and the Middle East.

The airport is 4.8 km northeast of downtown Boston, a very short distance when compared to airports in other cities.

Recent major upgrades include the expansion of terminal buildings for additional passenger space, and additional gates that cater to larger aircrafts. The airport has recently upgraded its international terminal to add A380-capable gates.

Within 80 km of Logan, there are three other airports with commercial service: Manchester-Boston Regional Airport (MHT), T.F. Green Airport (PVD), and Worcester Regional Airport (ORH)—three FBO airports capable of receiving airliner-class aircraft, and an additional seven that can accommodate corporate jets.

A bus rapid transit service is available from Logan Airport to South Station in downtown Boston where travelers can connect to the subway, commuter rail, or intercity rail. The



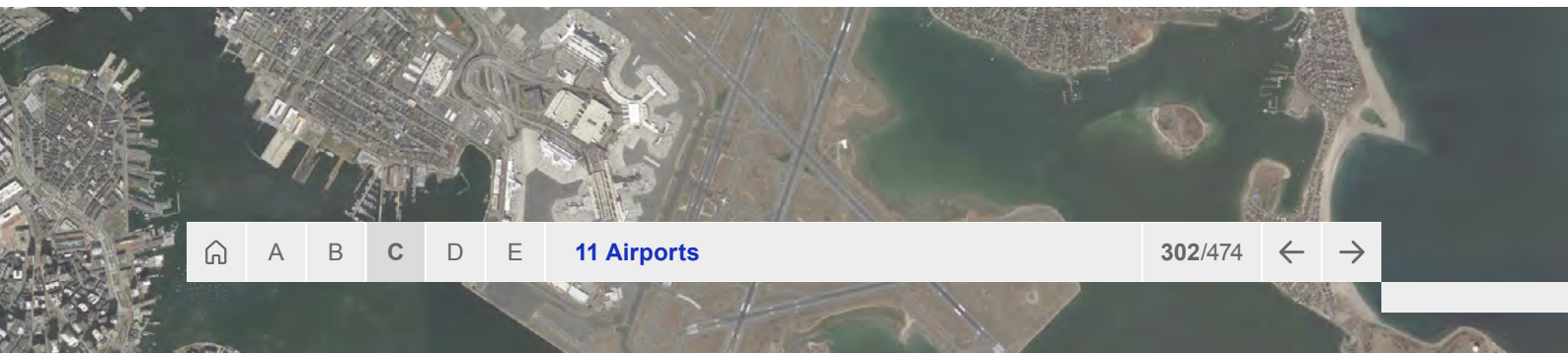
Airport facts

Annual passenger traffic	36 million
Operational hours	24
# of runways	6
# of gates	102
Road distance to downtown (km)	4.8
Road distance to stadium (km)	47.8
# of airlines	46
# of non-stop destinations (domestic)	142
# of non-stop destinations (international)	45
# of total non-stop destinations	187
Non-stop destinations to CAN	4
Non-stop destinations to MEX	2

bus service from the airport is provided free of charge. There is also a shuttle bus that links the airport with a nearby subway station.

The Massachusetts Bay Transportation Authority (MBTA) also operates a water shuttle connecting Logan with downtown Boston.

By public roads, the airport is primarily accessible via Interstate 90.



Cincinnati, Northern Kentucky International Airport is the main hub serving the wider Cincinnati metropolitan area.

The airport offers more non-stop flights than any other airport in the Ohio, Kentucky, and Indiana region, including direct international service to Paris, Toronto, Cancun, Montego Bay, Freeport, and Punta Cana. It is the only airport in Ohio, Kentucky, or Indiana with non-stop transoceanic service.

Formerly a hub for Delta Air Lines, today CVG has domestic service by Delta to many large cities, most major American carriers to their hubs, and a Delta flight to Paris. Two international carriers provide service to Toronto and Reykjavik.

Because of its prior status as a hub, there is ample excess terminal and runway capacity beyond what is currently being used. Terminal modifications are currently underway, and a consolidated rental car facility is scheduled for completion by 2021.

There is a single local bus line that travels between the airport and downtown Cincinnati every 30 or 60 minutes, depending on the time of day. There is highway access between the airport and the stadium site in downtown Cincinnati.



Airport facts

Annual passenger traffic	8 million
Operational hours	24
# of runways	4
# of gates	51
Road distance to downtown (km)	20.9
Road distance to stadium (km)	19.9
# of airlines	9
# of non-stop destinations (domestic)	48
# of non-stop destinations (international)	4
# of total non-stop destinations	52
Non-stop destinations to CAN	1
Non-stop destinations to MEX	1

Within 80 km of Cincinnati, Northern Kentucky International Airport, there are no other airports with commercial service. However, there are four airports capable of receiving airliner-class aircraft and an additional eight that can accommodate corporate jets.

Dallas/Fort Worth International Airport is the primary international airport serving the region and one of the highest capacity airports in the country – with five separate terminal buildings and the ability, at times, to use six of its seven runways simultaneously.

All major US carriers service DFW, and between them offer non-stop service to a wide range of destinations in North America and Latin America, seven cities in Europe and the Middle East, five cities in Asia, and Sydney, Australia. A selection of domestic and international flag carriers serve Dallas from their hubs, with extensive point-to-point service from many cities in Mexico. It is also the headquarters and largest hub for American Airlines.

An ongoing program to renovate and improve the airport's terminals is expected to be completed in 2018, including a USD \$400 million upgrade of airport support facilities, improved baggage handling systems, and more employee parking. A ten-year project to improve older infrastructure like sewer lines, water lines, bridges, and roadways on airport property is also underway.

Two main public transit services link to downtown: a light rail system (50-minute travel time), and a commuter rail link (30-minute



Airport facts

Annual passenger traffic	61 million
Operational hours	24
# of runways	6
# of gates	143
Road distance to downtown (km)	41.9
Road distance to stadium (km)	42.8
# of airlines	23
# of non-stop destinations (domestic)	164
# of non-stop destinations (international)	26
# of total non-stop destinations	190
Non-stop destinations to CAN	6
Non-stop destinations to MEX	9

travel time) via a shuttle bus from the airport terminal. The airport sits halfway between the cities of Dallas and Fort Worth, with highway access to both, as well as access to the stadium site in Arlington.

Other airports serving the city include Dallas Love Field Airport (DAL), 12 FBO airports capable of receiving airliner-class aircraft, and an additional six that can accommodate corporate jets.

Denver International Airport is the 18th busiest airport in the world and the 6th busiest airport in the United States.

With 58.3 million passengers traveling through the airport each year, DEN is a major international and domestic hub. The airport was built in the mid-1990s, with runway and terminal layouts chosen for maximum efficiency, expandability, and flexibility so that it could adapt to future passenger and freight demand.

The airport is a hub for United Airlines and low-cost domestic carrier Frontier Airlines. United offers extensive domestic service, as well as non-stops to five cities in Mexico and Central America, a flight to Tokyo, and service to London due to begin in 2018. Foreign flag carriers serve seven cities in Europe. Frontier serves a wide range of major and secondary cities.

Denver's RTD rail system serves the main terminal area with a 37-minute travel time to downtown Denver. A purpose-built access road links the airport with the highway system for travel to downtown and the stadium site.

Within 80 km, there are no other airports with commercial service. There are five airports capable of receiving corporate jets, including those of airliner-size.



Airport facts

Annual passenger traffic	58.3 million
Operational hours	24
# of runways	6
# of gates	143
Road distance to downtown (km)	41.9
Road distance to stadium (km)	42.8
# of airlines	23
# of non-stop destinations (domestic)	164
# of non-stop destinations (international)	26
# of total non-stop destinations	190
Non-stop destinations to CAN	6
Non-stop destinations to MEX	9



Edmonton International Airport is Canada's fastest growing and largest major airport by area and is the main airport serving northern Alberta.

The runways can accommodate any size aircraft including the world's largest cargo carrier. It offers non-stop service to more than 50 destinations across Canada, Mexico, and the United States, and overseas.

Both of Canada's top carriers provide domestic service to major cities. Limited service to the United States is provided by Delta and United, each with service to one of their hubs. Icelandair and KLM provide international service from their respective bases.

An express bus links the airport to a light rail station on Edmonton's LRT system in 24 minutes. The light rail then reaches downtown in another 18 minutes, excluding transfer time. A highway and a series of arterial roads link the airport with downtown Edmonton and the stadium site.

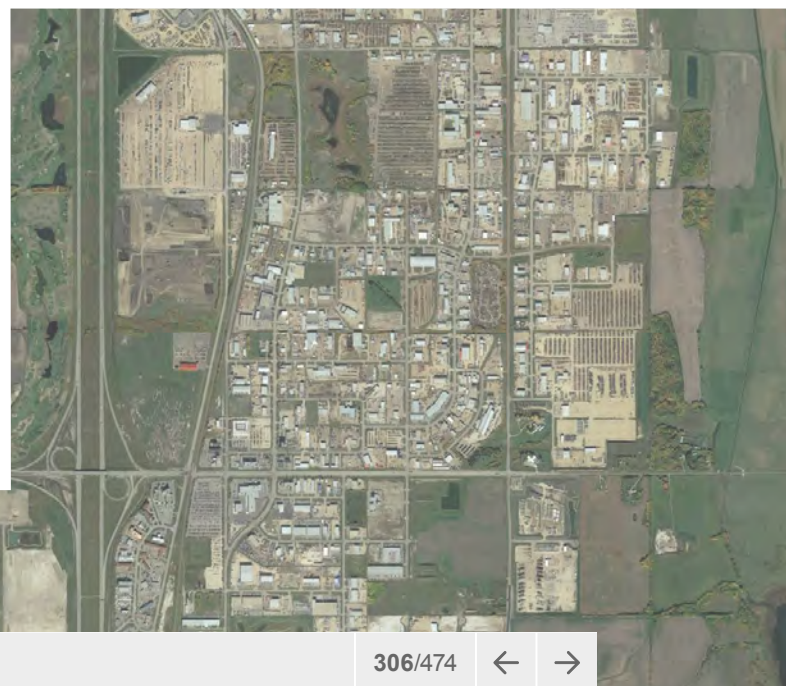
Upgrades are underway to the roadway system surrounding the airport.

Within 80 km of the airport, there are no other airports with commercial service and none that can accept airliner-class aircraft. There are two airports that can accommodate corporate jets.



Airport facts

Annual passenger traffic	7 million
Operational hours	24
# of runways	2
# of gates	37
Road distance to downtown (km)	31.7
Road distance to stadium (km)	33.4
# of airlines	15
# of non-stop destinations (domestic)	23
# of non-stop destinations (international)	11
# of total non-stop destinations	34
Non-stop destinations to MEX	5
Non-stop destinations to the US	10



Miguel Hidalgo y Costilla Guadalajara International Airport is the 3rd busiest airport in Mexico, only after the International Airport of Mexico City and Cancun International Airport, the 2nd busiest for air cargo flights. It is the main airport serving the state of Jalisco and western Mexico.

The airport is the primary hub for Volaris and has service from the other main Mexican airlines to major and secondary cities in Mexico, plus a selection of cities in the United States. Each of the major American airlines, as well as Alaska Airlines, serves Guadalajara from one of their hubs. There is also service to the capitals of Costa Rica and Panama.

The airport expects to enlarge the passenger waiting area before 2026. Studies are underway to determine if a new runway is required. If built, the construction timeline will be approximately five years.

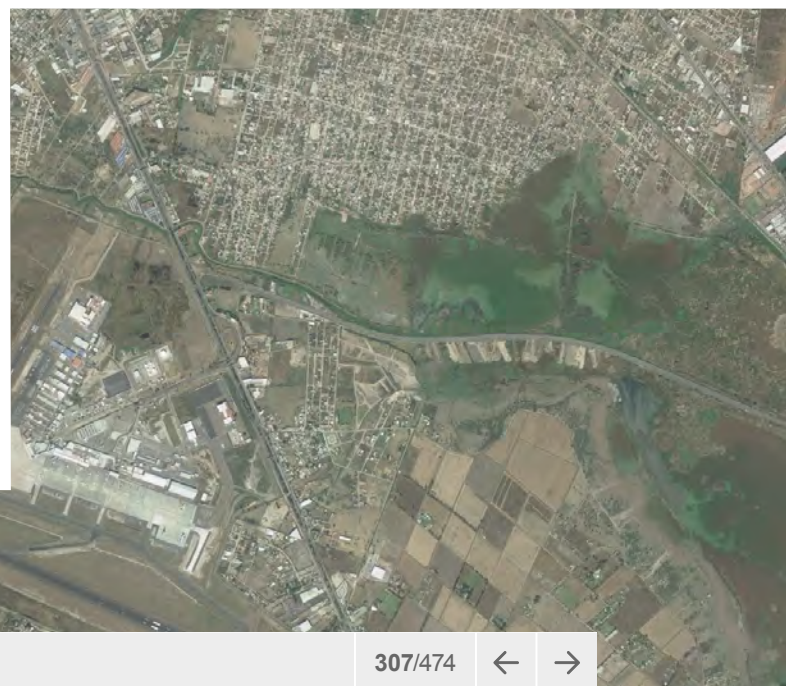
A six-lane arterial roadway connects the airport with the city center. A four-lane arterial provides further connection from the city center to the stadium. There is also a bus service between the airport and the city.

There are no other airports within 80 km of the airport.



Airport facts

Annual passenger traffic	11 million
Operational hours	24
# of runways	2
# of gates	37
Road distance to downtown (km)	18.7
Road distance to stadium (km)	33.9
# of airlines	11
# of non-stop destinations (domestic)	19
# of non-stop destinations (international)	24
# of total non-stop destinations	43
Non-stop destinations to CAN	0
Non-stop destinations to the US	24



Houston's George Bush Intercontinental Airport is the region's largest airport and the 11th busiest airport in the US. It is a major hub for United Airlines and a main gateway to Mexico and Central America.

From Houston, United Airlines offers extensive domestic service, as well as non-stop flights to four cities in Europe and a flight to Tokyo. United Airlines' southbound international program includes seven cities in South America, ten cities in Central America, and 23 cities in Mexico, which is the most of any US airport. Most major domestic airlines serve their hubs from Houston, and international flag carriers provide service to Europe, Asia, Africa, Mexico, and New Zealand.

The airport opened a 5th runway in 2003, and expects to complete a new 15-gate international terminal prior to 2026.

There is no rail-based transportation at IAH. There is a public bus line with a 65-minute travel time to downtown Houston. The airport is linked by highway to downtown Houston and the stadium site.

Within 80 km, there is one other airport with commercial service, (Houston William P. Hobby Airport), six more capable of receiving airliner-class aircraft, and an additional seven that can accommodate corporate jets.



Airport facts

Annual passenger traffic	40 million
Operational hours	24
# of runways	5
# of gates	126
Road distance to downtown (km)	33.9
Road distance to stadium (km)	44.5
# of airlines	27
# of non-stop destinations (domestic)	116
# of non-stop destinations (international)	70
# of total non-stop destinations	186
Non-stop destinations to CAN	5
Non-stop destinations to MEX	24



Kansas City International Airport is a key regional facility serving the Kansas City metro area.

The low congestion and small number of flight delays have long established it as one of the most appealing and user-friendly commercial airports in the world.

Most of the major domestic airlines have flights to their hubs, with some point-to-point service from low-cost carriers Southwest Airlines and Frontier Airlines. Scheduled international service is offered to Cancun, Mexico, and Toronto, Canada.

Voters have recently approved the construction of a new terminal complex at the airport. The project is currently under design and is expected to be completed in 2023.

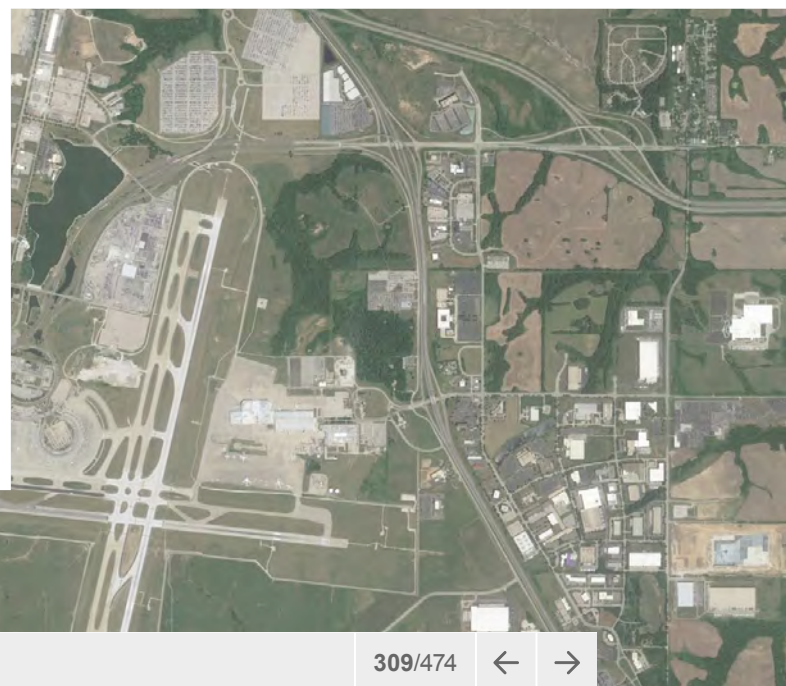
There is no rail-based transit from the airport to Kansas City. There is a public bus line with a 42-minute travel time from the airport to the downtown area. The airport is linked by highway to downtown Kansas City and the proposed stadium.

Within 80 km, there are no other airports with commercial service. There are four airports capable of receiving airliner-class aircraft, and an additional six that can accommodate corporate jets.



Airport facts

Annual passenger traffic	11 million
Operational hours	24
# of runways	3
# of gates	40
Road distance to downtown (km)	31.8
Road distance to stadium (km)	45.6
# of airlines	10
# of non-stop destinations (domestic)	48
# of non-stop destinations (international)	3
# of total non-stop destinations	51
Non-stop destinations to CAN	1
Non-stop destinations to MEX	1



Los Angeles International Airport is the world's busiest airport for origin and destination passengers – those starting or ending their journeys.

The airport is a major west coast hub for United Airlines and American Airlines, with service across North America and to Europe, Asia, and Australia. LAX also has extensive service from domestic carriers Southwest, JetBlue, and Alaska Airlines, as well as several domestic and international flights from Delta. Many international flag carriers serve the airport, with service to most major cities in Europe, Asia, Oceania, the Middle East, Canada, Mexico, and Central and South America.

The airport is in the middle of a USD \$14 billion renovation. This project has already opened a new 18-gate international terminal, renovated three additional terminals, and linked other terminals post-security. Underway are renovations to three more terminals, construction of 12 new gates, building of a new rental car facility, and creating an automated people mover to connect the terminals to the Los Angeles rail system.

The airport is linked to downtown LA by highway. A six-lane road links the airport to the stadium site.



Airport facts

Annual passenger traffic	80 million
Operational hours	24
# of runways	4
# of gates	141
Road distance to downtown (km)	30.4
Road distance to stadium (km)	45.8
# of airlines	65
# of non-stop destinations (domestic)	101
# of non-stop destinations (international)	76
# of total non-stop destinations	177
Non-stop destinations to CAN	5
Non-stop destinations to MEX	19

Within 80 km of the airport, there are four other airports with commercial service (Long Beach, Burbank, Santa Ana John Wayne, and Ontario – limited), four more capable of receiving airliner-class aircraft, and an additional five that can accommodate corporate jets.

Mexico City's airport is the central hub and primary international gateway for Mexico and the home base for Aeromexico and Interjet.

Each of the major Mexican airlines flies to a wide range of major and secondary cities in Mexico and to a selection of cities in Canada and the United States. Aeromexico also flies to 15 cities in Central and South America, four destinations in Europe, and three airports in Asia. Each of the major American domestic carriers serves Mexico City, as do a selection of flag carriers from Europe, Asia, and Latin America.

Mexico City is expected to open a new international airport in 2021, replacing the current Benito Juárez International. The new airport will provide a substantial increase in both terminal and runway capacity from the current facility.

The new airport will be connected to the city center and to the stadium site via highway and a series of arterial roads. The new airport will not be on the city's Metro train network, but a full public transit solution has not yet been decided.

Within 80 km, there are two other airports with commercial service (Toluca and Puebla), and one additional airport that can accommodate airliner-class aircraft.



Airport facts

Annual passenger traffic	42 million
Operational hours	24
# of runways	2
# of gates	80
Road distance to downtown (km)	9.5
Road distance to stadium (km)	19.5
# of airlines	21
# of non-stop destinations (domestic)	50
# of non-stop destinations (international)	56
# of total non-stop destinations	106
Non-stop destinations to CAN	7
Non-stop destinations to the US	24

* All statistics for the present-day airport except downtown and stadium distances, which are from the new site.



Miami International Airport is a major international gateway for American Airlines and the main connection between the United States, the Caribbean, and South America.

American Airlines offers service from Miami to many major US cities, to a wide range of destinations in Central America and the Caribbean, five cities in Europe, and to 19 cities in South America, the most from any airport in the US. Miami has service from most major domestic airlines to their hubs. A substantial number of international flag carriers provide service to Europe, the Caribbean, Central and South America, and the Middle East.

The airport is in the midst of a USD \$1 billion program to renovate its baggage systems, connect terminals post-security, and add additional airline lounge space.

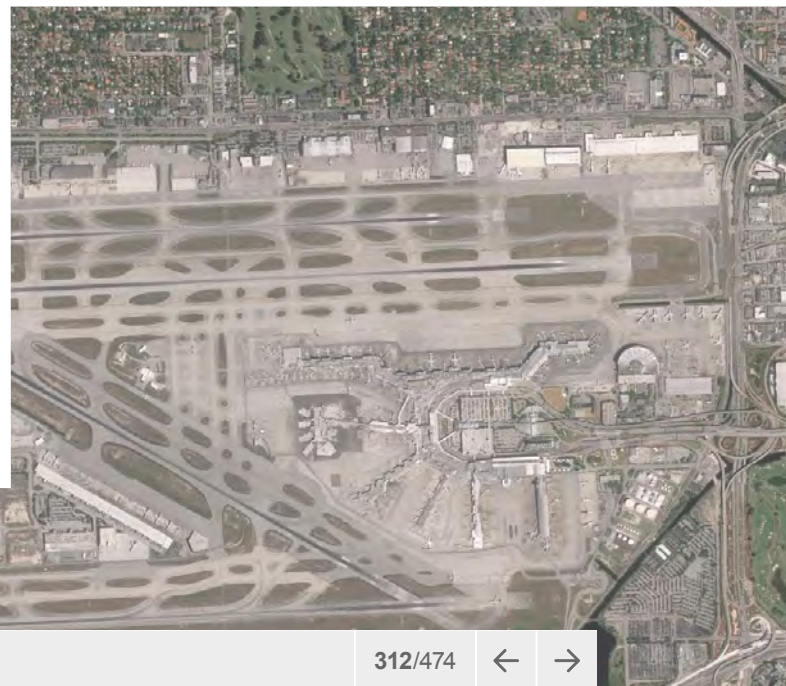
An automated people mover connects the terminals to the Miami's Metrorail system, which serves downtown Miami. A highway links the airport to downtown Miami. Highways and a six-lane arterial road provide access to the stadium site.

Within 80 km of the airport, there is one other airport with commercial service (Fort Lauderdale International), one more that can receive airliner-class aircraft, and four additional airports that can accommodate corporate jets.



Airport facts

Annual passenger traffic	44 million
Operational hours	24
# of runways	4
# of gates	130
Road distance to downtown (km)	13.8
Road distance to stadium (km)	28.4
# of airlines	50
# of non-stop destinations (domestic)	51
# of non-stop destinations (international)	93
# of total non-stop destinations	144
Non-stop destinations to CAN	2
Non-stop destinations to MEX	6



Monterrey International Airport is the busiest airport in northern Mexico, and the headquarters for Mexican low-cost carrier VivaAerobus.

It is the country's 4th busiest airport and is the busiest in northern Mexico.

This modern hub is located very close to the city, making it an extremely accessible and convenient facility. It is also one of the fastest growing airports in Mexico: in 2016, the airport handled 9,178,533 passengers, a 70% increase in six years.

Each of the four main Mexican carriers fly between Monterrey and a range of major and secondary Mexican cities. Each of the four also fly to a limited number of cities in the United States. The three major American airlines fly between Monterrey and two of their hubs apiece. There is no bidirectional service overseas.

The airport expects to expand each of its terminals before 2026.

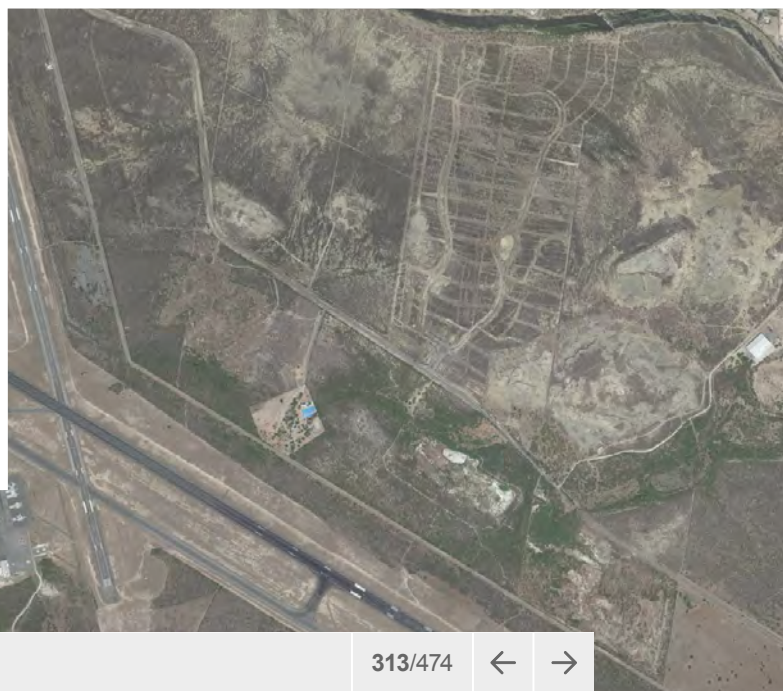
A six-lane arterial with some highway sections connects the airport to central Monterrey and the stadium site. A private shuttle bus links the airport with the city.

Within 80 km, there are two other airports, each of which can accommodate airliner-sized aircraft.



Airport facts

Annual passenger traffic	9 million
Operational hours	24
# of runways	2
# of gates	27
Road distance to downtown (km)	25.3
Road distance to stadium (km)	21.7
# of airlines	12
# of non-stop destinations (domestic)	30
# of non-stop destinations (international)	14
# of total non-stop destinations	44
Non-stop destinations to CAN	0
Non-stop destinations to the US	13



Montréal–Pierre Elliott Trudeau International Airport is the primary airport serving Québec and a secondary international gateway for Air Canada.

YUL is the 3rd busiest airport in the country. Canadian domestic airlines serve a wide range of cities in Canada, Mexico, and the United States, as well as destinations in Europe, Asia, Central and South America, and the Middle East. The major United States airlines each serve Montréal from multiple hubs. International flag carriers link Montréal with Europe, Asia, Africa, Central America, and the Middle East.

An extensive expansion was inaugurated in 2016, adding eight boarding gates and a large waiting area with restaurants, lounges, and shops, and increasing the capacity for international flights. A new terminal is planned to accommodate traffic that will approach 20 million passengers by 2020. Aéroports de Montréal also plans to increase the capacity of landing stages and parking lots to improve links between parking lots and the central building of the terminal. In May 2017, investments of nearly half a billion USD were used to improve the Canadian customs area and increase the capacity for the check-in process, optimize the baggage room and the departure drop-off zone, and support sustainable development projects.

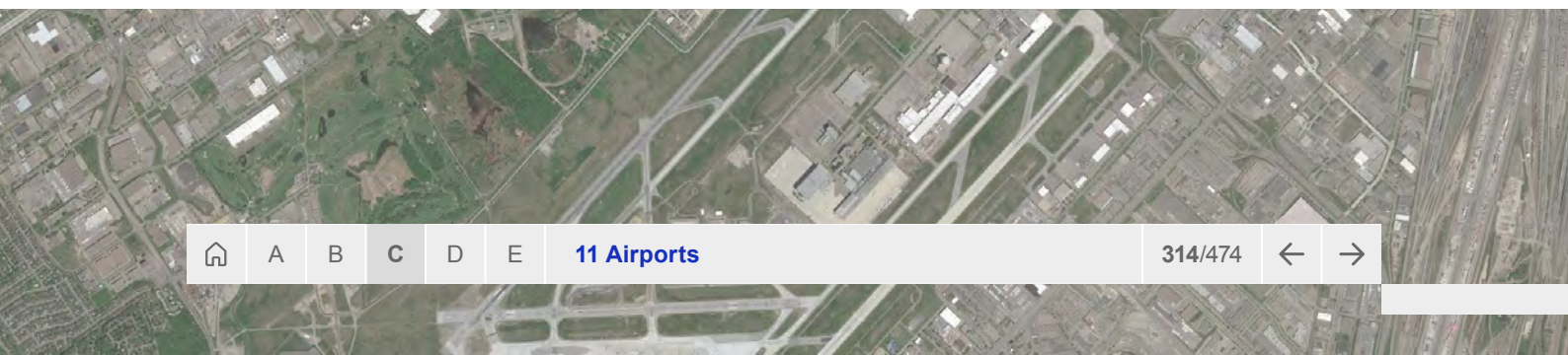


Airport facts

Annual passenger traffic	17 million
Operational hours	24
# of runways	3
# of gates	63
Road distance to downtown (km)	19.3
Road distance to stadium (km)	27.3
# of airlines	32
# of non-stop destinations (domestic)	34
# of non-stop destinations (international)	83
# of total non-stop destinations	117
Non-stop destinations to MEX	8
Non-stop destinations to the US	25

There is an express bus with a 45-minute travel time to downtown Montréal. There are two additional bus lines that link the terminals with commuter rail stations. A highway links the airport to downtown Montréal, with four and six-lane arterial roads providing onward connection to the stadium site.

Within 80 km, there are no other airports with commercial service. Two airports can accept airliner-class aircraft and an additional two can accommodate corporate jets.



Nashville International Airport ranks as the 33rd busiest airport in the United States in terms of passengers.

It is a key facility serving Middle Tennessee and the surrounding region. The airport is currently served by 16 airlines and offers 520 daily arriving and departing flights with non-stop flights to more than 56 markets in the United States, Canada, Mexico, the Caribbean, and Europe.

Though Southwest Airlines serves a range of major cities primarily in the eastern United States and most other domestic airlines serve their hubs from Nashville, there are non-stop flights available to each of the top 28 largest airports in the continental US.

The airport is undergoing a USD \$1.2 billion renovation and expansion project to be completed before 2026. The project includes a new international arrivals facility, expanded security processing, and larger baggage claim and check-in areas. There will also be a 2,000-space parking garage and a new on-site hotel.

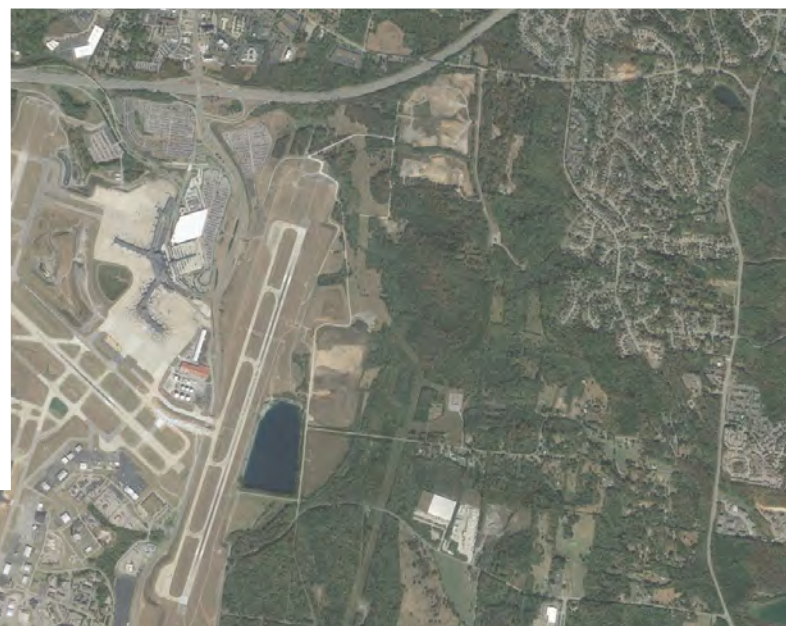
There is a single bus route that travels between the terminals and downtown in 28 minutes. A highway links the airport to downtown Nashville and the stadium site.

Within 80 km of the airport, there are no other airports with commercial service, four airports that can receive airliner-class aircraft, and an additional 12 that can accommodate corporate jets.



Airport facts

Annual passenger traffic	13 million
Operational hours	24
# of runways	4
# of gates	45
Road distance to downtown (km)	15.3
Road distance to stadium (km)	13.0
# of airlines	13
# of non-stop destinations (domestic)	52
# of non-stop destinations (international)	5
# of total non-stop destinations	57
Non-stop destinations to CAN	1
Non-stop destinations to MEX	1



Newark Liberty International Airport is the primary airport serving the US state of New Jersey.

In 2016, the airport was the 15th busiest airport in the United States, and the 46th busiest airport in the world by passenger traffic.

The airport is located 24 km southwest of New York City, and is a major airport serving both the New York, New Jersey, and Philadelphia metropolitan areas.

The airport has broken ground on a USD \$2.4 billion renovation of its main terminal that will increase capacity for passengers as well as adding new gates. The upgrade will also improve connectivity to car parking, pick up areas, and the AirTrain. The Port Authority has also approved funding for Phase 1 of the PATH Train extension to the airport which, upon completion, will greatly improve accessibility between Manhattan and the airport.

Newark Liberty International Airport Station provides direct rail connections to New Jersey Transit's Northeast Corridor Line, including regional transit hubs such as Newark Penn Station, Secaucus Junction, and New York Penn Station. New Jersey Transit buses operate northbound local service's to Irvington, downtown Newark, and



Airport facts

Annual passenger traffic	40 million
Operational hours	24
# of runways	3
# of gates	109
Road distance to downtown (km)	8.4
Road distance to stadium (km)	22.6
# of airlines	32
# of non-stop destinations (domestic)	90
# of non-stop destinations (international)	69
# of total non-stop destinations	159
Non-stop destinations to CAN	8
Non-stop destinations to MEX	4

Newark Penn Station, where connections are available to the PATH rapid transit system and rail lines. A bus rapid transit line also links the airport to downtown Newark.

Within 80 km, there are six airports with commercial service (John F. Kennedy, LaGuardia, White Plains – limited, Trenton – limited, Stewart – limited, and Islip – limited). There are two airports that can accept airliner-sized aircraft, and an additional six can accommodate corporate jets.

Orlando International Airport is the primary airport supporting Central Florida's tourism industry.

Major domestic carriers offer extensive service between Orlando and their hubs, often with multiple daily services. Some carriers provide point-to-point service between Orlando and non-hub or secondary cities. Orlando has non-stop flights to the top 50 airports in the contiguous United States outside of Florida. A number of international flag carriers provide service to Canada, Mexico, Central and South America, Europe, and the Middle East.

Orlando Airport has embarked on a USD \$3.5 billion expansion. The highlight is a new 16-gate terminal and a 5,000-space parking garage to expand capacity for international flights. The project is due to be completed in 2020. Additional components include improvements to the baggage system, upgrades to access roadways, and a transit center to link the airport to highways and future train service.

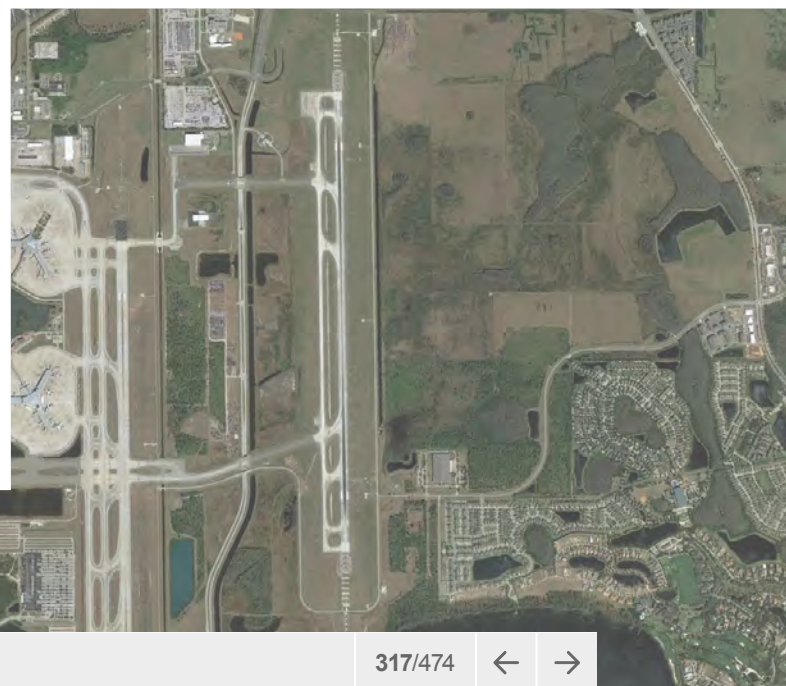
The airport is connected to downtown Orlando and the stadium site by highways and six-lane arterial roads.

Within 80 km, there are two other commercially-served airports (Sanford and Daytona Beach – both limited), seven more capable of receiving airliner-class aircraft, and five more can accommodate corporate jets.



Airport facts

Annual passenger traffic	40 million
Operational hours	24
# of runways	4
# of gates	93
Road distance to downtown (km)	20.6
Road distance to stadium (km)	22.4
# of airlines	38
# of non-stop destinations (domestic)	78
# of non-stop destinations (international)	46
# of total non-stop destinations	124
Non-stop destinations to CAN	13
Non-stop destinations to MEX	3



Philadelphia International Airport is the largest airport in the Delaware Valley region and in the state of Pennsylvania.

It serves as the second East Coast hub for American Airlines.

From Philadelphia, American Airlines serves a wide range of domestic cities and 17 locations in Europe. Major domestic carriers offer service from their hubs, low-cost carriers serve a number of destinations in the US, and international flag carriers Air Canada, British Airways, Lufthansa, and Qatar Airways are all present.

The airport is planning to spend approximately USD \$900 million on renovations and improvements before 2026. These upgrades include an expanded check-in area, a new baggage handling system, a consolidated rental car facility, and a new control tower.

SEPTA's Airport Line commuter rail serves the terminals with a 25-minute travel time to Center City. There is a highway link to the stadium and Center City Philadelphia.

Within 80 km of the airport, there are three other airports with commercial service (Trenton, Atlantic City, and Allentown – all limited), four that can accommodate airliner-class aircraft, and an additional four that can accept corporate jets.



Airport facts

Annual passenger traffic	29 million
Operational hours	24
# of runways	4
# of gates	126
Road distance to downtown (km)	15.1
Road distance to stadium (km)	10.0
# of airlines	14
# of non-stop destinations (domestic)	90
# of non-stop destinations (international)	36
# of total non-stop destinations	126
Non-stop destinations to CAN	4
Non-stop destinations to MEX	1



Mineta San José International Airport is the main airport serving Santa Clara, San José, and California's Silicon Valley.

Most domestic airlines serve San José from their hubs, with Southwest Airlines serving a range of destinations in the United States and Mexico. Foreign flag carriers from Canada, Mexico, Europe, and Asia also have service at the airport.

The airport, which has been the fastest-growing major airport in the United States in each of the past two years, completed a terminal modernization in 2010. In 2017, SJC added three gates, expanded the international arrivals area, and improved their ground transportation center. By 2026, SJC expects to add another 12 gates to the terminal, and provide a facility that is world-class in passenger amenities, environmental sustainability, and security.

A shuttle bus links the airport to the nearby VTA light rail station with a 20-minute travel time to downtown San José. There is highway access north towards downtown San Francisco and the stadium site, and south towards downtown San José.

Within 80 km of SJC, there are two airports with full commercial service (San Francisco and Oakland), two airports with limited commercial service (Monterey and Stockton), and seven airports that can accept corporate jets.



Airport facts

Annual passenger traffic	12 million
Operational hours	24
# of runways	2
# of gates	31
Road distance to downtown (km)	6
Road distance to stadium (km)	9
# of airlines	16
# of non-stop destinations (domestic)	43
# of non-stop destinations (international)	11
# of total non-stop destinations	54
Non-stop destinations to CAN	1
Non-stop destinations to MEX	5



Seattle–Tacoma International Airport is the primary commercial airport serving the Seattle metropolitan area in the state of Washington and is the 10th busiest in the US.

The airport is the home base of rapidly-expanding Alaska Airlines and an international gateway for Delta Air Lines. Seattle is not a connecting hub, but has service to each of the top 35 airport markets in the United States. Of Seattle's two main airlines, Alaska Airlines serves a wide variety of destinations across the continental United States, and Delta serves its hubs across the country, including major cities on the west coast, two cities in Europe, and five in Asia. Most major domestic carriers have service between Seattle and their hubs, and international flag carriers fly to Canada, Mexico, Europe, Asia, and the Middle East.

The airport is in the middle of a USD \$3.2 billion capital investment program that includes additional international gates, a larger international arrivals facility, an expansion to one of the concourses, and improvements to the baggage handling system.

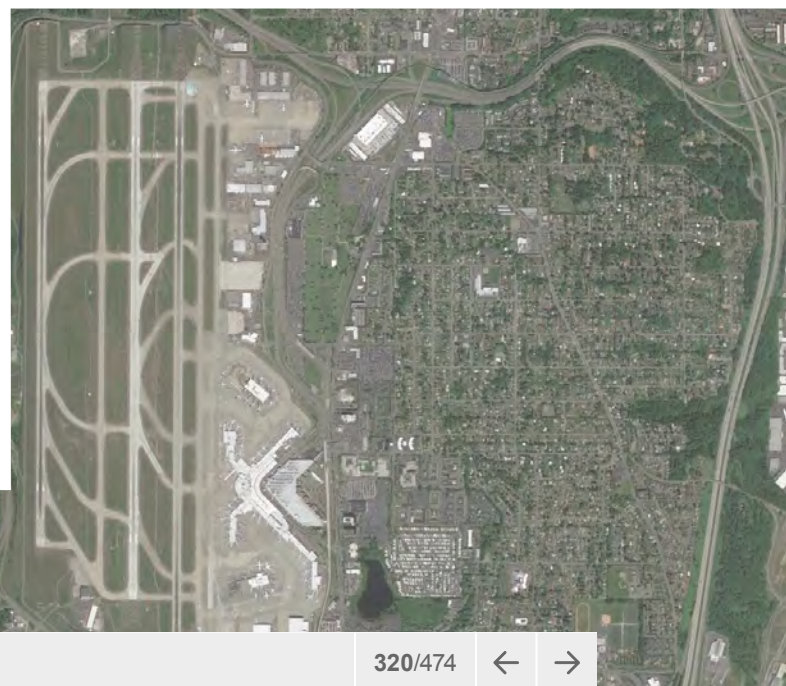
The Sounder light rail system links the terminal to downtown Seattle with a 31-minute travel time. A highway connects the airport to the stadium site and downtown Seattle.

Within 80 km, there is one other airport with commercial service (Everett – limited), two more than can accept airliner-class aircraft, and an additional five that can accept corporate jets.



Airport facts

Annual passenger traffic	44 million
Operational hours	24
# of runways	3
# of gates	80
Road distance to downtown (km)	21.9
Road distance to stadium (km)	19.9
# of airlines	27
# of non-stop destinations (domestic)	77
# of non-stop destinations (international)	25
# of total non-stop destinations	102
Non-stop destinations to CAN	6
Non-stop destinations to MEX	5



Toronto Pearson International Airport is Canada's main international gateway and a hub airport for Air Canada and Westjet, Canada's two main domestic carriers.

There is extensive service from those airlines across Canada and the United States, as well as non-stop service available to Europe, Asia, Central and South America, and the Middle East. Each of the major US carriers serves Toronto from multiple hubs. A wide range of international flag carriers provide non-stop service from every inhabited continent, with the exception of Australia.

The airport has recently constructed an additional terminal and renovated the existing terminal. The next major suite of projects will be to expand the concourses to enhance international capacity and to build a transit center to improve ground access to downtown Toronto and the rest of the metro area.

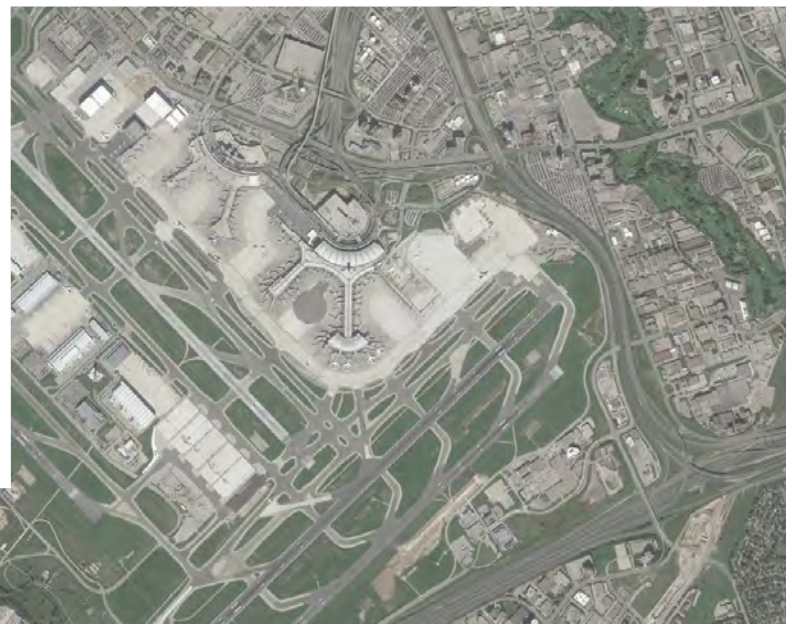
A purpose-built train, the UP Express, provides service to downtown Toronto in 25 minutes. A highway links the airport with downtown.

Within 80 km of the airport, there are three airports with commercial service (Toronto Island [also known as Billy Bishop], Hamilton, and Kitchener/Waterloo – limited), four airports that can accept airliner-class aircraft, and two more airports that can accept corporate jets.



Airport facts

Annual passenger traffic	44 million
Operational hours	05:30-23:59
# of runways	5
# of gates	120
Road distance to downtown (km)	27.9
Road distance to stadium (km)	23.0
# of airlines	58
# of non-stop destinations (domestic)	30
# of non-stop destinations (international)	105
# of total non-stop destinations	125
Non-stop destinations to MEX	10
Non-stop destinations to the US	50



Baltimore/Washington International Thurgood Marshall Airport is the busiest, by passenger count, of three major airports serving the Baltimore-Washington metropolitan area.

It is located 51 km northeast of Washington, DC and just 14 km south of downtown Baltimore, making it a highly convenient and accessible airport serving both cities and proposed stadiums.

At present, the airport is constructing six additional gates in the international facility, which will provide additional international air service capacity. The airport is in the planning stages for expansion of the baggage handling system supporting Concourses A and B.

Bus service between the airport and Greenbelt station of the Washington Metro, and MARC Camden Line is provided by WMATA's Metrobus on Route B30.

BWI Rail Station is located about a 1.5 km from the airport terminal; the free BWI Marshall Airport Shuttle connects the train station and airport terminals. The station is served by Amtrak Northeast Corridor trains, including the partially high-speed Acela Express, and the MARC Penn Line. Travel time by train is around 35 minutes to Union station in Washington, DC.



Airport facts

Annual passenger traffic	25 million
Operational hours	24
# of runways	3
# of gates	68
Road distance to downtown (km)	51.0
Road distance to stadium (km)	44.6
# of airlines	21
# of non-stop destinations (domestic)	79
# of non-stop destinations (international)	13
# of total non-stop destinations	92
Non-stop destinations to CAN	1
Non-stop destinations to MEX	1

In addition to BWI, Washington Dulles International Airport (IAD) and Ronald Reagan Washington National Airport (DCA) will also be key arrival/departure hubs for visitors. These facilities will also be able to meet FIFA's operational requirements.

Within 80 km, there are two other airports that can accept airliner-class aircraft, and eight that can accommodate corporate jets.

12

TRANSPORT INFRASTRUCTURE AND GENERAL MOBILITY



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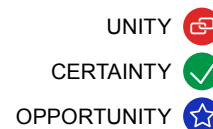
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12 Transport Infrastructure and General Mobility



12 Transport Infrastructure and General Mobility



The United Bid will deliver a seamless and connected transportation experience for players and officials, fans, media, volunteers, partners, and everyone else participating in the 2026 FIFA World Cup™.

12.1 Transportation Strategy

The first ever 48-team FIFA World Cup™ will require a higher level of transportation support than any previous Competition, but the United Bid is fully prepared thanks to an extensive transportation infrastructure already in place across our three Host Countries and ongoing investment and commitment by our Candidate Host Cities to advance mobility in ways that benefit the entire population.

The United Bid will strive to establish new benchmarks for sustainability through our transportation efforts and, working with mobility experts across our three nations, develop a blueprint for how advanced mobility technologies can be used by FIFA World Cup™ and other mega event organizers in the future.

The four key drivers of the United Bid's transportation strategy are:

Integrated Mobility: The United Bid will offer transportation support that responds to the unique needs of all FIFA World Cup™ audiences with minimum disruption to existing travel activities and resources within the local community.

Existing Transportation Assets: The United Bid will utilize both private and public assets, existing transportation hubs and transit systems, emerging green mobility platforms and tools, cycle and walking networks, and more.

Levels of Service: The United Bid will balance travel demand by mode of transport, responding to the different requirements of each user (players and officials, FIFA VIP attendees, media, volunteers, visiting fans, local community, other key stakeholders) and adjusting based on changing needs presented by the Competition.

Information Awareness: The United Bid will make information on transportation choices and services available in multiple languages and across myriad of platforms and channels, to ensure all those needing Competition-related transportation are aware and clear on the best options for getting to/from matches, and other FIFA Competition-related activities.



Legend

- Host Cities
AIRPORT CODE
- Major Interstates
- Highways
- Passenger Rail
- 1 hour travel by air

Based upon these key drivers, a series of integrated layers address the requirements for the transportation strategy:

Cross-Border Transportation Between the Host Countries: The United Bid and the Host Cities will work closely with the relevant government agencies at federal, state, provincial and local levels to support easy and seamless cross-border movements. All our Candidate Host Cities have signed the Airport Agreement and will meet the requirements outlined by FIFA. Further, the United Bid will deploy staff at all international arrival locations to facilitate easy access procedures, including staging information teams on site to help resolve any entry-related issues and expedite the customs and immigration entry process for FIFA delegations and the teams. Working with our airport authorities, where required, advanced dedicated screening and customs will be undertaken for teams and VIP arrivals/ departures either on the aircraft or using a mobile facility.

Unified Transportation Plan and Systems: Working with FIFA, the United Bid will develop detailed event transportation plans for each Candidate Host City and link them to the central event-wide plan. These plans will model transportation needs and visitor movement patterns based on a variety of considerations, including event routes, real-time data monitoring, travel times,

background traffic, city business hours and daily city processes, and environmental impact. The goal is for all visitors to be able to travel quickly and comfortably to and from all stadiums, hotels, FIFA Fan Fests™, and local tourist sites, regardless of transit mode. During the 2026 FIFA World Cup™ the transportation and ticket systems can be linked through multi-lingual digital platforms to expedite transactions, information, and documentation. Spectators will have complimentary public transportation to and from the stadiums on match days while accredited staff and volunteers will also be able to use public transport free-of-charge for the entire event.

Transportation for Fans and Community: All Candidate Host Cities are committed to providing convenient and seamless transportation options to visitors and fans during the Competition, without disrupting normal offerings to local community members. All our Candidate Host Cities have mature, already fully operational transportation systems with extensive road, rail, and parking systems. They are all experienced with providing transportation for major sporting and other large crowd events. Dedicated transit services will be deployed to handle additional demand during the 2026 FIFA World Cup™ as needed. Further, our Candidate Host Cities all offer, or are

developing, a range of modern, low-energy, fuel-efficient, and clean transport options that will minimize the environmental impact. To offer even greater convenience, access, and choice, the United Bid will work with FIFA and mobility innovators across North America to ensure that on-demand services are integrated into the overall transportation plan, and when the Competition begins, are readily available wherever matches and other events are being staged in connection to the 2026 FIFA World Cup™.

Transportation for the FIFA Family:

The United Bid transportation strategy puts specific emphasis on the need to provide all FIFA constituent groups with the highest standard of safe, reliable, accessible, and efficient transportation in accordance with FIFA provisions and requirements. The United Bid understands the critical role that transportation plays in the successful staging of the FIFA World Cup™, and we will provide special transportation features to support the movements of the FIFA football family. This contemplates 24/7 priority transportation services available between all FIFA venues, dedicated access points, parking, and security screening for VIPs at stadiums, hotels, and other high-priority locations.

Match-Related Transportation: As part of our match schedule planning, the United Bid has developed a tool to calculate the shortest possible travel distances for the teams, maximizing conditions for optimal athlete performance and limiting the carbon footprint of team travel. Additionally, the United Bid will work with charter aircraft providers across North America to confirm teams and VIPs have access to state-of-the-art equipment throughout the duration of the Competition. Similarly, ground transport for VIPs will utilize low-to-zero emission luxury vehicles. Police escorts will accompany key groups where required and necessary.

Future Proofing Transport Plans: The United Bid will identify potential transportation impacts based on existing mobility networks in the Candidate Host Cities and detail actions to mitigate any potential disruptions. The plan, which will be developed in coordination with FIFA, will also remain flexible, responding to new information as it becomes available over the entire planning time leading up to the Competition. To ensure the transportation planning meets these goals, the United Bid confirms it will:

- Solicit input from, and work closely with, government authorities, law enforcement, and special event planners across the Candidate Host Cities

- Utilize vendors, suppliers, staff, and consultants with extensive experience in running transport systems for successful football and other mega sporting events in our three Host Countries
- Train staff and volunteers for all positions covered in the transportation plan, including drivers, information support team members, traffic managers, and more

Transport Platform: Digital services and online platforms will provide live and intelligent next-generation travel experiences across the Host Countries and Candidate Host Cities. All of our Candidate Host Cities already operate a range of Intelligent Transportation Systems (ITS) for traffic, bus, rail, and air transport, allowing real-time monitoring and integration of transport modes to optimize people movement.

The United Bid will help blueprint the requirements for the creation of an integrated Transport Platform to support the 2026 FIFA World Cup™. The platform would enable the syncing of existing stadium and city-based systems, as well as welcome third-party developers and partners to create service layer elements that help visitors and fans find the easiest routes to and from matches and other destinations, and receive real-time information on event-related activities.

Active Mobility: The United Bid will create and embrace opportunities for active mobility such as walking and cycling, and use the games as a catalyst to support healthy

lifestyles. Every transport hub, venue, FIFA Fan Fest™, and other related location will be connected by a robust network of active mobility corridors allowing people to experience the local community on foot, on bicycle, or by public transit.

Major Event Innovation: The United Bid will also engage with transportation and mobility experts across North America to explore opportunities to develop FIFA World Cup™ and/or mega sporting event-specific transportation innovations – including the creation of a specialized passport for Competition participants, specialized security protocols for events staged across multiple connected nations, and more. These ideas are all still in the concept phase and will be reviewed with FIFA before further efforts are pursued, but the United Bid benefits from having significant expertise available in our Candidate Host Cities and Leaders Council Members around these and other transportation and major event innovations. The United Bid has set aside resources as part of its budget to explore these concepts further.

Stakeholder Engagement: Each of our Candidate Host Cities will form a Transportation Planning Working Group, including staff from the United Bid, local government and transportation representatives, police and safety officials, private carriers (bus, limo, taxi, and public transportation services), and bus, rail, and airport authority officials. These working groups will also engage with experts in

planning and managing mass systems, command and control operations, and personnel training. These Working Groups will also help to identify and advocate for any legislation needed to enable transportation system operations.



12.2 Transportation in Host Countries

Our three Host Countries have extensive transportation networks and capabilities.

Canada: Canada features an efficient, high-capacity multimodal transportation network that features more than 1.4 million km of roads, ten major international airports, 300 smaller airports, and 72,093 km of functioning railway track.

Transport Canada, under the direction of the federal government's Minister of Transport, oversees and regulates transportation within federal jurisdiction, including interprovincial links. This primarily includes rail, air, and maritime transportation

as well as, in partnership with local authorities, roads and highways. The Ministry of Transportation maintains the road network in Ontario and also employs Ministry of Transport Enforcement Officers for the purpose of administering the Canada Transportation Act and related regulations. Canada has road and rail links with both Alaska and the lower 48 US States, and direct air travel connections to dozens of international destinations.

The Government of Canada has developed a strategic plan for a safe, secure, green, innovative, and integrated transportation system. The Transportation 2030 plan includes a "Green and Innovative Transportation" section focused on improving the lives of Canadians by reducing environmental impacts, including air pollution, and embracing new technologies.

Mexico: Transportation in Mexico is regulated by the Secretary of Communications and Transportation (Secretaría de Comunicaciones y Transportes) a federal executive cabinet branch whose mission is to promote safe, efficient, competitive transport and communications systems. It does this through the strengthening of the legal framework, the definition of public policies and the design of strategies that contribute to the sustained growth of the economy and balanced social

development of the country while expanding the coverage and accessibility of services, achieving integration of Mexicans, and respecting the environment.

Mexico was one of the first countries in Latin America to promote railway development, and currently boasts a private network covering 30,952 km. Mexico also has an extensive network of modern airports – the most advanced in Latin America. Mexico City International Airport is already one of the largest in the world; a new airport with significantly greater runway and terminal capacity is scheduled to open in 2021.

The roadway network in Mexico is extensive and over the last two decades major investments have been made in order to improve its road infrastructure and connect main cities and towns across the country. Mexico's major cities have also developed light rail and/or metro systems supported by rapidly expanding bus transit networks.

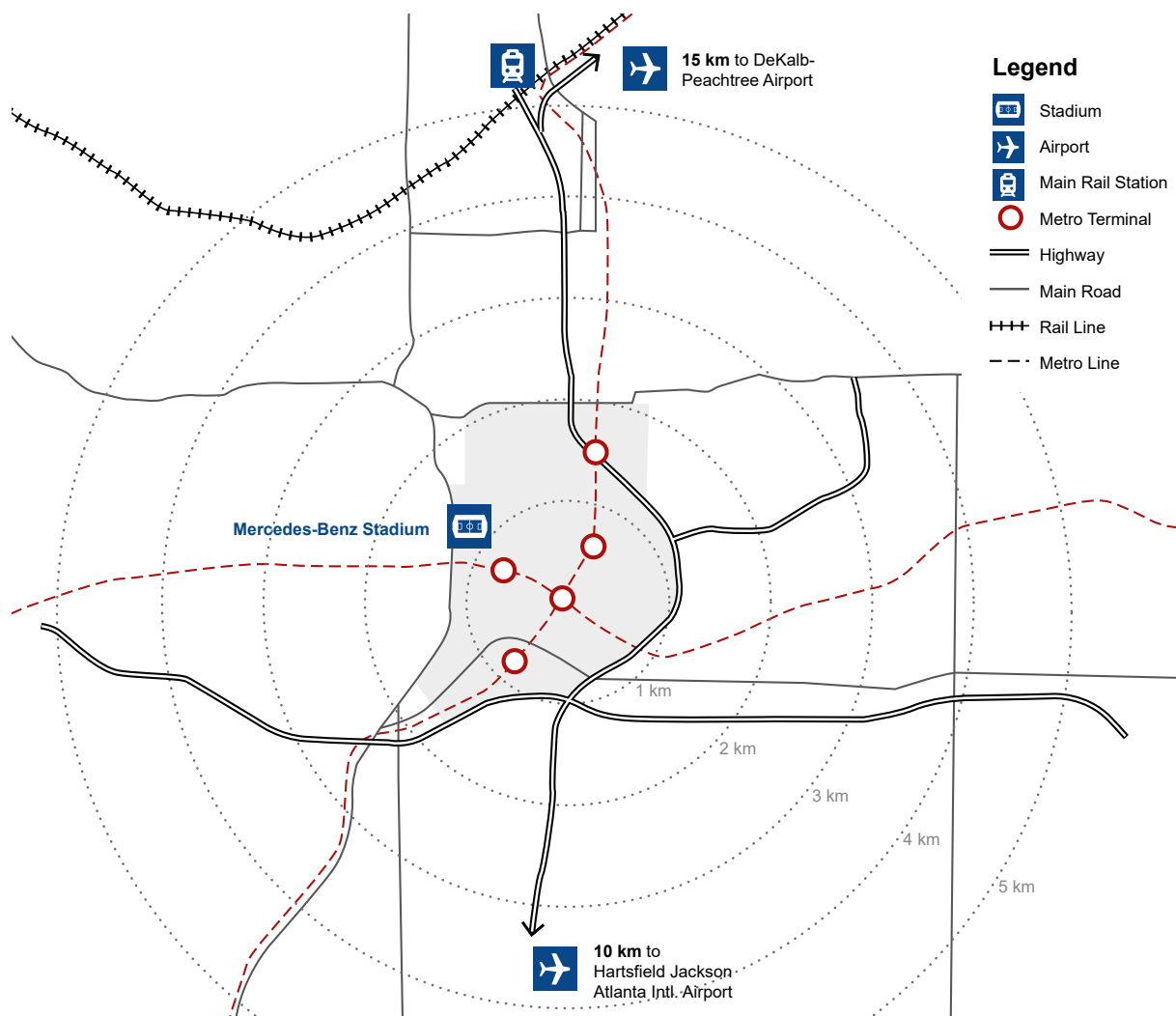
There are numerous government initiatives focused on giving more communities access to clean, convenient, and accessible public transportation. Some of the sponsored sustainable transportation initiatives underway in the country range from modernization of existing public transport systems to expansion of bus rapid transport systems, from reduction of congestion to promotion of more active lifestyles through walking and cycling.

United States: The United States Department of Transportation (USDOT or DOT) provides regulation, supervision, and funding for all aspects of transportation, except for customs, immigration, and security, which are the responsibility of the United States Department of Homeland Security. Its mission is to “serve the United States by ensuring a fast, safe, efficient, accessible, and convenient transportation system that supports national interests and enhances the quality of life of the American people, today and into the future.”

The vast majority of passenger travel in the United States occurs by automobile for shorter distances, and airplane or railroad for longer distances. Personal transportation is primarily done by automobile, operating on a network of 4 million km of public roads, including one of the world's longest highway systems at 91,700 km. All of the Candidate Host Cities have some combination of light rail, subway, or elevated train, fixed bus, and other mass transit systems for residents or visitors, and many cities are connected regionally through rail or regional air transport.

The United States has an advanced air transportation infrastructure and is home to thirty of the busiest airports in the world (including the world's busiest, Hartsfield–Jackson Atlanta International Airport). The civil airline industry is entirely privately owned, utilizing approximately 5,000 paved runways in airports that are publicly owned. The United States is also home to the three largest airlines in the world by passengers carried annually.

The United States is already benefiting from a revolution in sustainable transportation, supported by national laws and regulations, setting sustainability goals and requirements for federal agencies on energy efficiency, renewable energy, water conservation, and alternative fuel use. Local governments and private companies are also pushing new transportation alternatives helping to advance fast, safe, efficient, accessible, and convenient transportation options that achieve environmental balance, economic growth, and community well-being.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Connect Atlanta Plan, Bike Share, HOV lane system
Other	The city's transportation plan calls for the construction of 364 km of bike lanes by 2020

General Mobility

As the capital and most populous city in the State of Georgia, Atlanta has developed a robust transportation system to serve the ever-growing population. The Metropolitan Atlanta Rapid Transit Authority (MARTA)

provides public transportation in the form of buses, subway, and heavy rail. MARTA rail lines connect key destinations, such as the airport, downtown, Midtown, Buckhead, and Perimeter Center. Other features of the transportation system include:

- Amtrak service to Atlanta via the Crescent train (New York–New Orleans), which stops at Peachtree Station.
- In 2014, the Atlanta Streetcar opened to the public. The streetcar's line, which is also known as the Downtown Loop, runs 4.5 km around the downtown tourist areas of

Peachtree Center, Centennial Olympic Park, the Martin Luther King, Jr. National Historic Site, and Sweet Auburn. The network is also being extended in the coming years to include a wider range of Atlanta's neighborhoods and important places of interest, with a total of over 80 km of track planned.

- The city has a network of freeways that radiate out from the downtown; three major interstate highways converge in Atlanta and include high occupancy vehicle (HOV) lanes.
- Cycling is a growing and popular mode of transportation in the city for visitors and commuters. The city's transportation plan calls for the construction of 364 km of bike lanes by 2020.
- Relay Bike Share, a bike sharing program, with 100 bikes in downtown and Midtown, expanded to 500 bikes at 65 stations in 2017.

Smart and Sustainable Transport

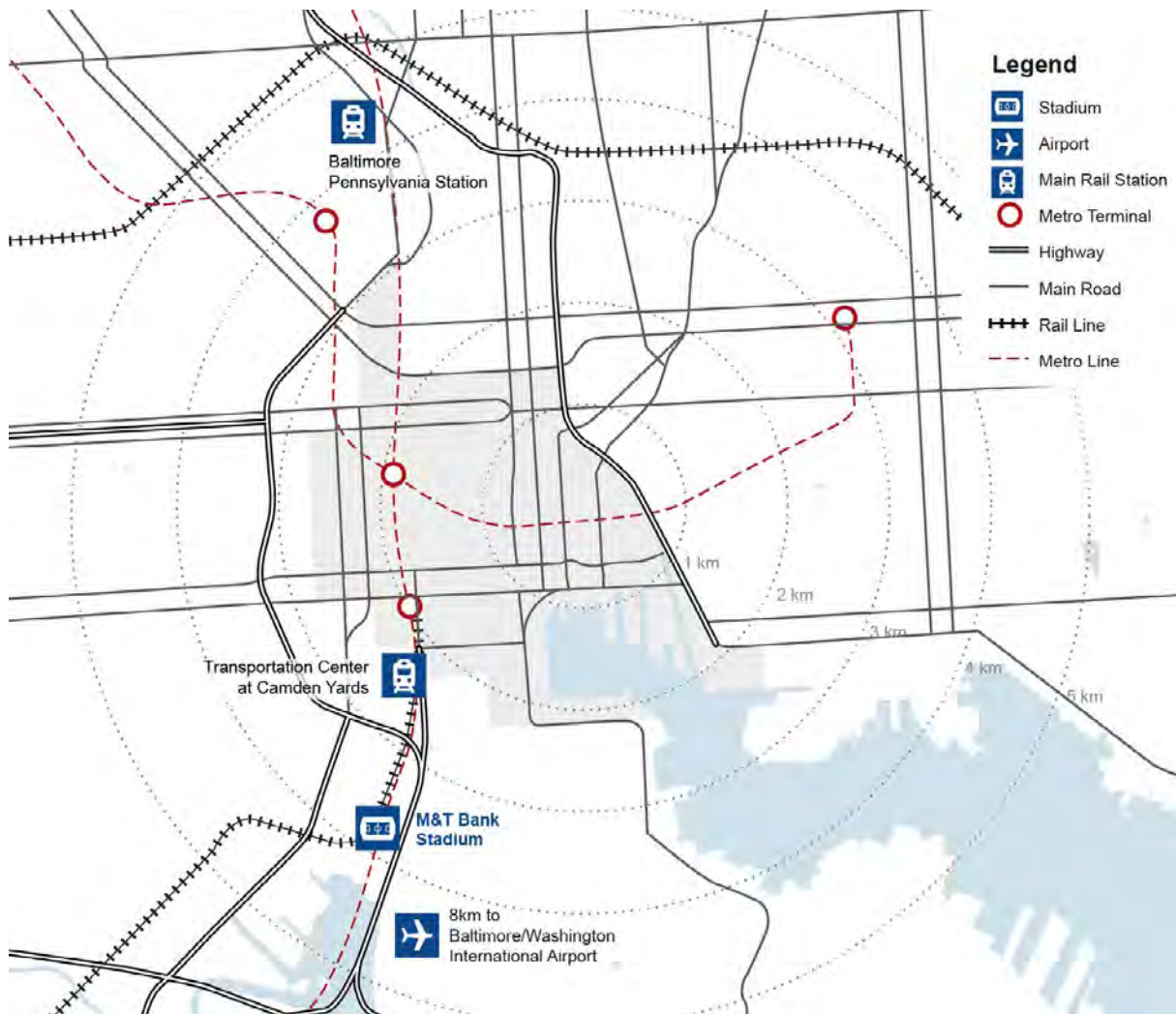
The city is updating the Connect Atlanta Plan, its first comprehensive transportation plan adopted in 2008. The plan will support the long-term vision of the Atlanta City Design effort and provide policy and project recommendations to build a world-class, sustainable transportation system. The plan is aimed at reducing traffic congestion, the expansion of rail and transit systems, more sidewalks and trails for biking and walking safely, improved safety and maintenance, and ride-sharing options. The City of Atlanta is

also working with partners across the city to implement several off-road Greenway corridors for foot and bike travel.

In 2015, the city partnered with Vision Fleet to implement a pilot project of 60 electric vehicles. These vehicles help provide a cost savings to the city of approximately USD \$60,000 annually in fuel and operation and maintenance. Through this partnership, the city leases the vehicles and charging infrastructure while Vision Fleet manages the telematics, data management, regular maintenance, training, and the cost of fuel. The fleet deployment complements existing efforts of the Mayor's Office of Sustainability to support electric vehicles such as the recent installation of the first public charging station on Mitchell Street outside of Atlanta City Hall. The charging station is free and open to the public.

Event Mode Transport

Centennial Olympic Park is easily accessible and within a ten-minute walk of two MARTA stations, the Peachtree Center Station and Dome/GWCC/Philips Arena Station. For special events, MARTA runs special service hours to accommodate the influx of visitors heading to and from Mercedes-Benz Stadium. Trains run in both directions in five-minute intervals. MARTA has a longstanding history of working with local host committees to create a fan-friendly ridership program.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Water Taxi, Subway, Bus
Green Transport Initiatives	Baltimore Sustainability Plan, enhanced walking and bicycling facilities, bikeshare
Other	First city in the United States to introduce e-bikes into their city's bikeshare system

General Mobility

Baltimore has developed a comprehensive and mature transportation network which also strongly supports walking and cycling.

Public transit in Baltimore is mainly provided by the Maryland Transit

Administration (MTA) and Charm City Circulator. MTA operates a comprehensive bus network, including many local, express, commuter buses, a light rail network, and a subway line. The features of the transportation system include:

- The Charm City Circulator (CCC), a shuttle bus service, began operating in the downtown area in January 2010. The circulator provides free bus service seven days a week, picking up passengers every 15 minutes at designated stops across the city.
- The city's water taxi service, operated by Baltimore Water Taxi, provides six routes

throughout the city's harbor.

- The BaltimoreLink bus system runs through downtown, linking a series of transport hubs and city destinations.
- The Baltimore Metro SubwayLink, known locally as the Metro Subway, serves the greater area of Baltimore. Most Metro stations are served by a number of MTA bus routes.
- Baltimore is a top destination for Amtrak along the Northeast Corridor, with the city's Penn Station being one of the busiest in the country.
- MARC commuter rail service connects the city's two main intercity rail stations, Camden Station and Penn Station, with Washington, DC's Union Station, as well as stops in between. The MARC consists of three lines; the Brunswick, Camden, and Penn.
- A comprehensive and expanding system of bicycle routes has been developed in the city, with over 225 km created to date.
- The city sits on I-95, the main route between New York/Philadelphia and Washington, DC. It is the eastern terminus of I-70, which extends towards Pittsburgh and beyond, and the southern terminus of I-83 to Harrisburg, PA. There are two smaller radial highways – I-97 to Annapolis and I-795 to the northwestern suburbs. In the downtown core, I-895 serves as a bypass to I-95 and adds an additional tunnel crossing under the harbor. The entire city is encircled by I-695, known as the Baltimore Beltway.

Smart and Sustainable Transport

In 2006, the Baltimore City Planning Department created a Comprehensive Master Plan organized around four themes representative of life in Baltimore: Live, Earn, Play, and Learn. The plan was designed to respond to opportunities for growth in Baltimore. One of the outcomes of this initiative was the Baltimore Sustainability Plan which, among other things, aims to improve public transit services, make the city more bicycle and pedestrian friendly, facilitate shared-vehicle usage, measure and improve the equity of transportation, and increase transportation funding for sustainable modes of travel.

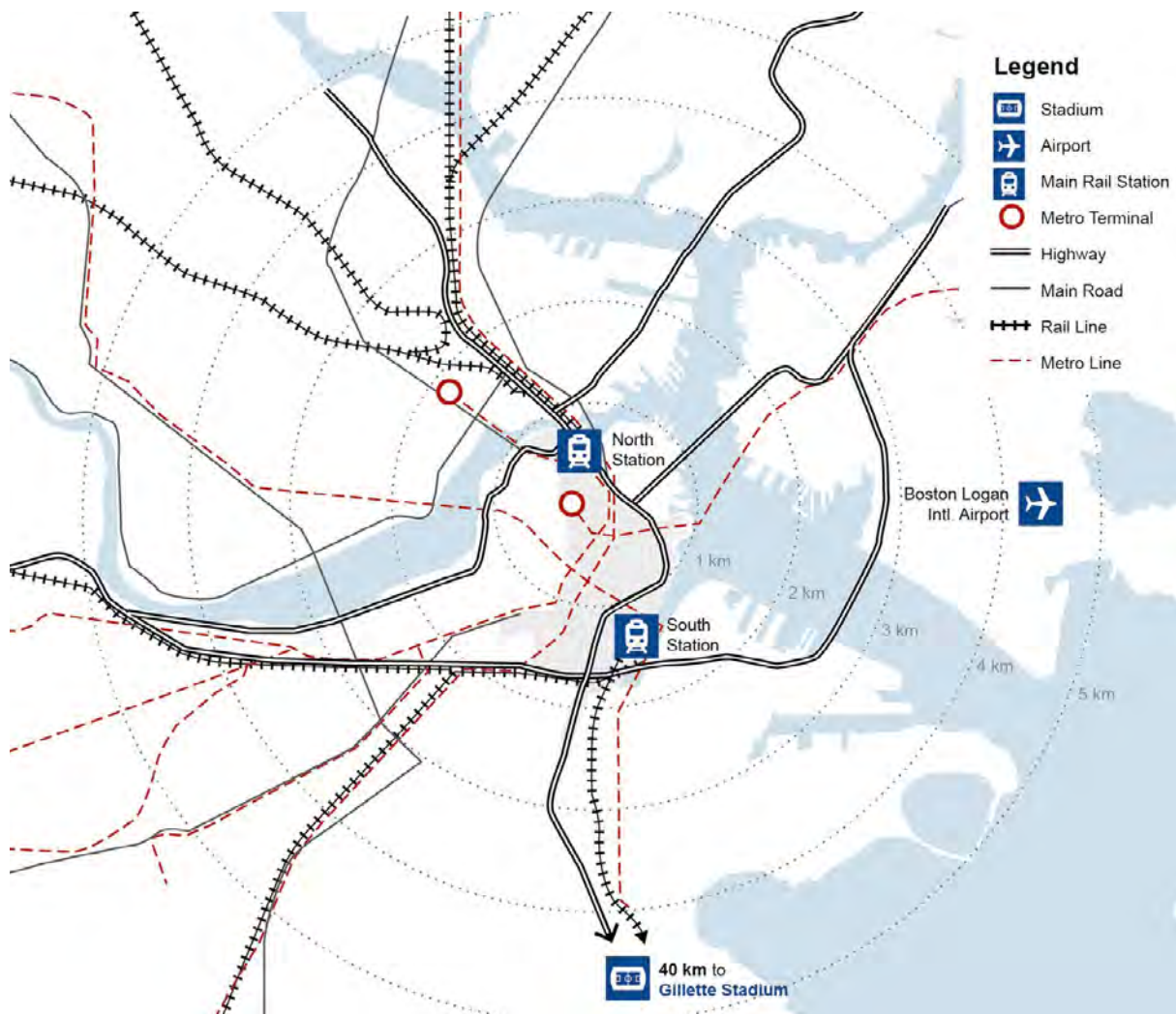
Baltimore was the first city in the United States to introduce e-bikes into their city's bikeshare system. The system currently offers 500 bicycles with 50 docking stations and plans to expand.

The Charm City Circulator (CCC) is a fleet of 30 Hybrid Electric free shuttles that travel four routes in Baltimore that was also implemented as a part of the City of Baltimore's initiative of a "cleaner, greener Baltimore."

Event Mode Transport

The stadium is located within walking distance of the Inner Harbor and its nearby hotels.

There is a light rail stop adjacent to the stadium, and most of the downtown bus lines including the circulator system stop nearby.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Subway, Water Taxi, Bus
Green Transport Initiatives	GoBoston 2030 Action Plan, Boston Bike Network Plan, BikeShare
Other	The subway (the "T") is the oldest rapid transit system in the Americas

General Mobility

The transportation system in Boston is mature and extensive. The Massachusetts Bay Transportation Authority (MBTA) operates bus, subway, short distance rail, and water ferry passenger services throughout the city and region, which has one of the highest rates

of public transport usage in the country. Other key features of the transportation system include:

- Boston's subway system, the Massachusetts Bay Transportation Authority (MBTA – known as the "T") operates the oldest underground rapid transit system in the Americas, and is the 4th busiest rapid transit system in the country, with 105 km of track on four lines. The MBTA also operates busy bus and commuter rail networks, and water shuttles serving the city.
- Amtrak operates passenger rail service to and from major northeastern cities.

- Fast Northeast Corridor trains, which serve New York City, Washington, DC, and points in between, also stop at Route 128 Station in the southwestern suburbs of Boston. Meanwhile, Amtrak's Downeaster service to Maine originates at North Station, despite the current lack of a dedicated passenger rail link between the two rail hubs, other than the "T" subway lines.
- A major bus terminal at South Station is served by varied intercity bus companies. Amtrak's Northeast Corridor and Chicago lines originate at South Station, which serves as a major intermodal transportation hub, and stop at Back Bay.
- The city is bisected by major highways I-90 and I-93, the intersection of which has undergone a major renovation.
- The MBTA operates a train station adjacent to Gillette Stadium, providing fans a short 180 m walk from station to stadium gates. The MBTA service connects Boston's South Station and Back Bay Station which are both close to primary hotels of Gillette Stadium. Gillette Stadium maintains a taxi stand and car share drop-off/pick-up location to assist fans. Both locations are on property. MBTA train service provides fans the opportunity to take public transportation to Logan International Airport.

Smart and Sustainable Transport

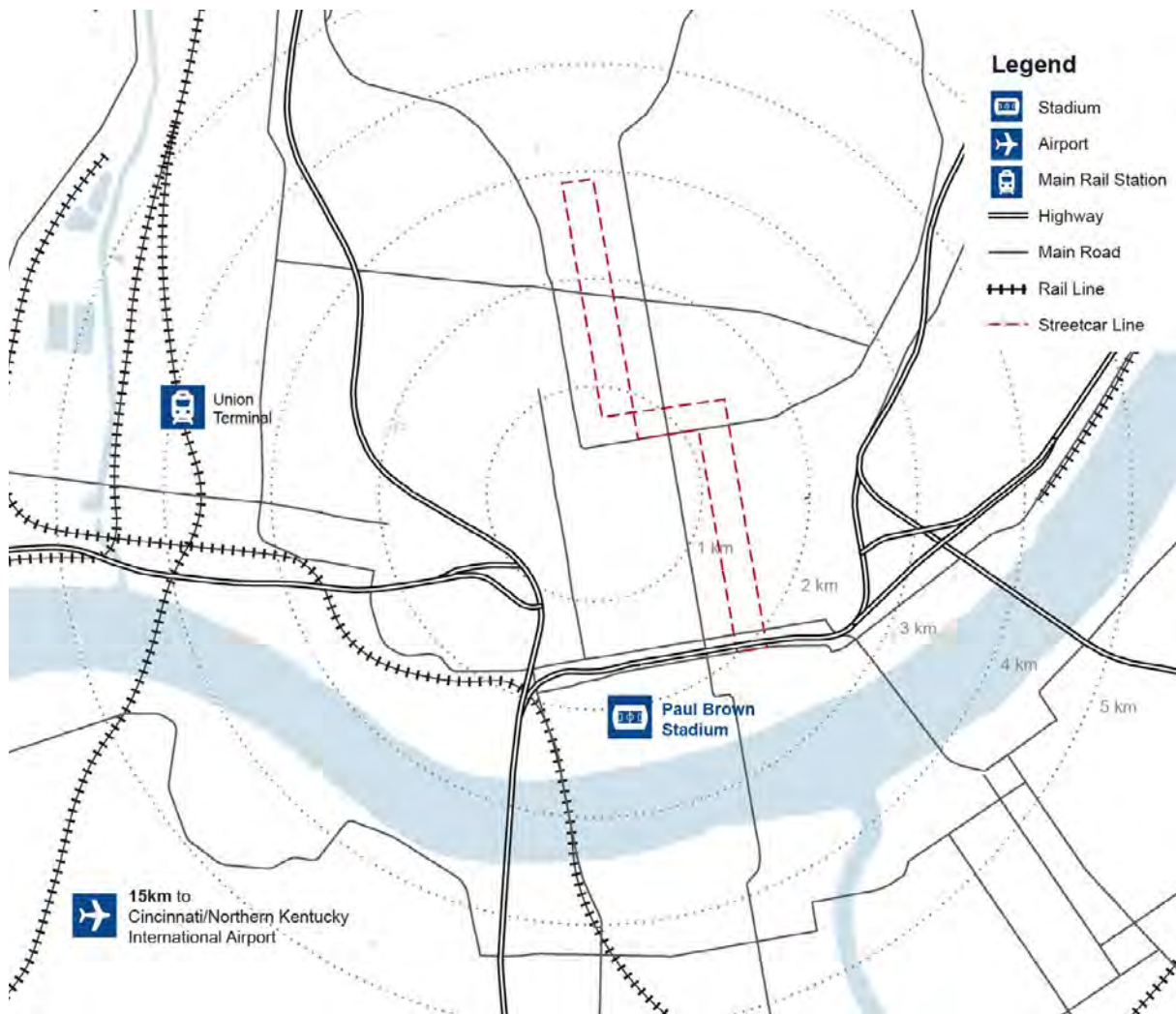
The GoBoston 2030 Action plan sets out transformative policies and projects to improve transportation for the city's residents,

businesses, and visitors, focusing on how people move around the city whilst responding to the challenges of climate change. Other initiatives include:

- Investment and programs to improve cycling in the city are in place through the Boston Bikes program, Hubway cycle share, and improvements to cycle infrastructure.
- The City of Boston released its Boston Bike Network Plan in September 2013, which lays out a series of proposals for creating safer streets for bicycling and identifies a comprehensive bicycle network, calling for 121 km of new routes in the next five years.
- The city has an alternative fuel vehicle procurement policy for city vehicles of which 450 diesel vehicles all run on a cleaner blend of biodiesel and ultra-low sulfur fuel, reducing emissions by 12-17%. Boston is also the largest municipal purchaser of biodiesel in New England.

Event Mode Transport

During major sporting events, the primary mode of public transport from the airports to the downtown and to the Stadium would be through the subway and bus systems augmented with additional dedicated bus and trains. This approach has been taken with other sporting events such as the Boston Marathon.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Green Cincinnati Plan, BikeShare, fuel efficient public bus fleet
Other	The city has adopted a sustainability plan which focuses on addressing climate change through expanding public transport, use of alternative fuels, and promoting walking and bicycling

General Mobility

Cincinnati is served by two separate transit systems: The Southwest Ohio Regional Transport Authority (SORTA) and The Authority of Northern Kentucky. The transit system is largely radial with almost all lines terminating in or departing from downtown Cincinnati. Other key features of the transportation system include:

- SORTA provides Metro transit bus service, Access paratransit service, and the Cincinnati Bell Connector streetcar system in downtown Cincinnati. The agency operates over 50 bus routes and facilitates

approximately 16 million passenger trips annually. TANK and the Clermont Transportation Connection also provide bus services.

- A single streetcar line, the Cincinnati Bell Connector, runs between The Banks, downtown, and Findlay Market in Over-the-Rhine in a 5.8 km loop. It opened in 2016. Future extensions have been proposed to the Uptown area, home to the University of Cincinnati, the regional hospitals, the Cincinnati Zoo, and to Northern Kentucky.
- Amtrak's Cardinal train travels to Chicago and Indianapolis to the northwest, and to Washington, DC, Philadelphia, and New York City to the east.
- Greyhound operates a 24-hour bus terminal in downtown Cincinnati with trips to all major nearby cities and connections to the rest of the country. Regional carriers also operate between Cincinnati and cities in the Midwest. Chinatown bus lines connect Cincinnati with New York City.
- The city is intersected by three major interstate highways, I-71, I-74, and I-75, and circled by a beltway several kilometers out from the city limits connecting the city to Louisville and Lexington in Kentucky, Indianapolis, and Dayton and Columbus in Ohio. The city is also served by numerous US highways.

Smart and Sustainable Transport

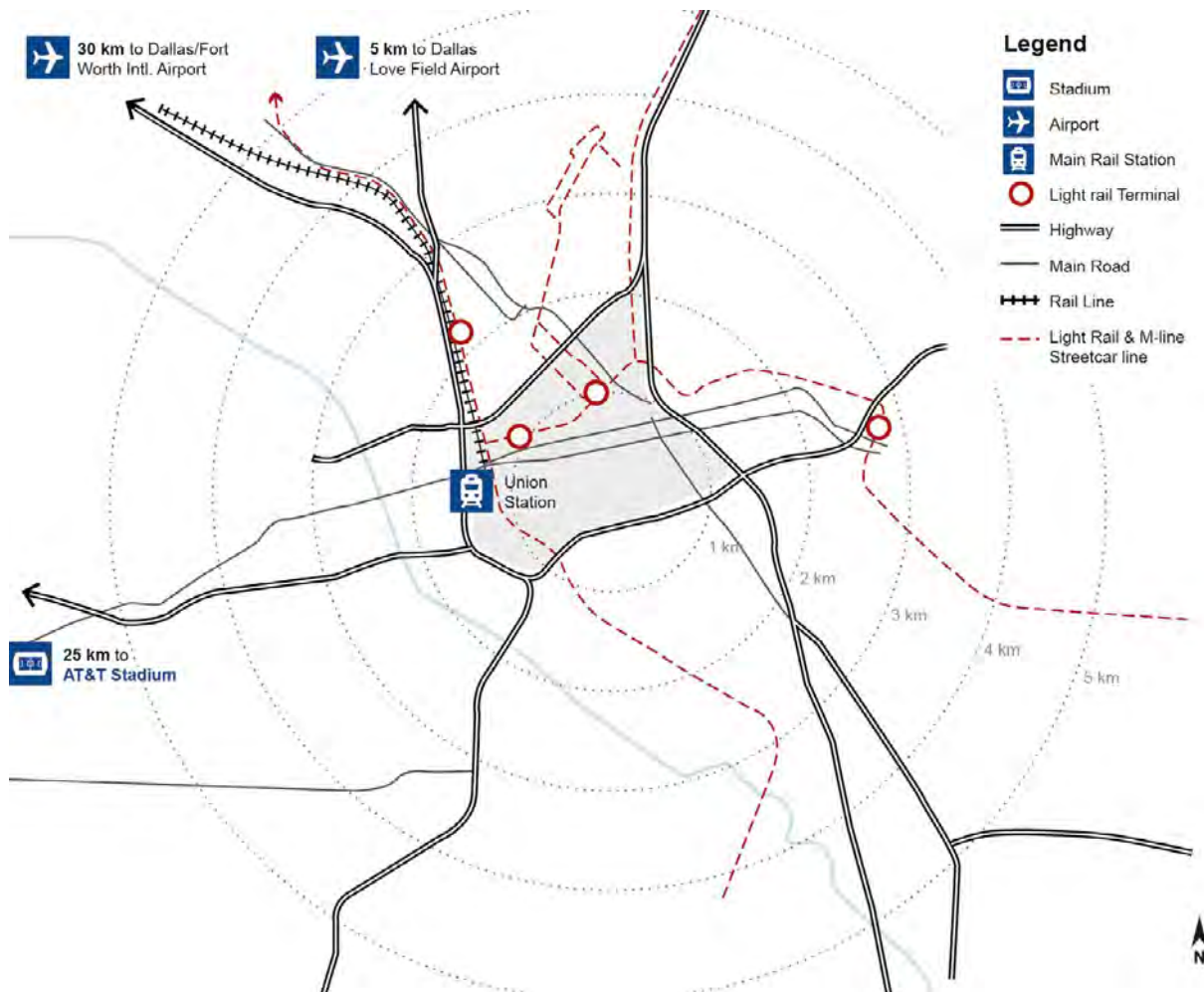
The Green Cincinnati Plan, adopted in 2008 and revised and readopted in 2013, presents a comprehensive set of recommendations for

addressing global climate change for the city and region. As a major theme in the plan, transportation strategies address increasing fuel efficiency in the public transport fleet, utilizing alternative fuels, investment in mass transit, and bicycle and pedestrian facilities. Other initiatives include:

- Cincinnati Red Bike, a public bicycle sharing system, opened in the fall of 2014, which takes advantage of the developing network of bike paths through the city.
- Cincinnati Streetcar is an electric light rail system operating a 5.8 km loop connecting key communities in the city's urban core. The Cincinnati Streetcar is a USD \$148 million development that attracts up to 3,000 daily riders throughout an 18-hour service day year-round. The vision is to create a system that spurs development and is part of a larger multimodal transportation system that links areas outside the downtown core and throughout the larger region.

Event Mode Transport

Event transportation to the stadium from the key city destinations is provided through a series of options including the streetcar service, Metro Bus service, TANK bus service, and Red Bike bike sharing service. Given the stadium's proximity to the downtown, walking to the stadium is also very convenient.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Low-emission bus fleet, HOV lanes, Autonomous shuttle (Milo), Bikeshare
Other	DART operate the nation's largest light rail transit (LRT) network, at 116 km and 55 stations

General Mobility

The City of Dallas has a mature transportation system, with an extensive roadway network and multiple public transportation options. The local transportation authority, Dallas Area Rapid Transit (DART), offers the nation's

largest light rail transit (LRT) network, at 116 km and 55 stations. The system's Red, Blue, Green, and Orange lines connect downtown Dallas to the city's suburbs. The system's Orange Line offers service between downtown Dallas and the region's primary airport, Dallas/Fort Worth International. Although most travel happens over private automobiles, there are numerous programs underway to enhance the mobility landscape, including the construction of light rail lines, a trolley system, biking, and walking paths. Other key features of the transportation system include:

- The Trinity Railway Express (TRE), a premier commuter rail service connecting downtown Dallas, to Fort Worth – the second largest city in the region. This rail connection is 56 km long and overall serves ten stations in the region, including the communities of Richland Hills and Irving. At the railway terminus in downtown Dallas, Union Station, riders have options to transfer to Amtrak and to the local systems DART Light Rail and DART Streetcar.
- In addition to local buses, DART operates the Dallas Streetcar, a 3.94 km modern streetcar line connecting Union Station to the Bishop Arts District. Furthermore, bicycling is within everyone’s reach via bike-sharing, available through multiple systems based on mobile-device enrollment and payment.
- Four major interstate highways radiate from downtown (I-20, I-30, I-35E, and I-45), the City of Dallas hub-and-spoke freeway system ties into the communities’ local street networks. As the regional mobility backbone, the freeway system also supports the city’s sustainability goals and wider mobility strategies, with 120 km of high occupancy vehicle (HOV) lanes, which prioritize vehicles with two or more occupants, such as buses and vanpools.

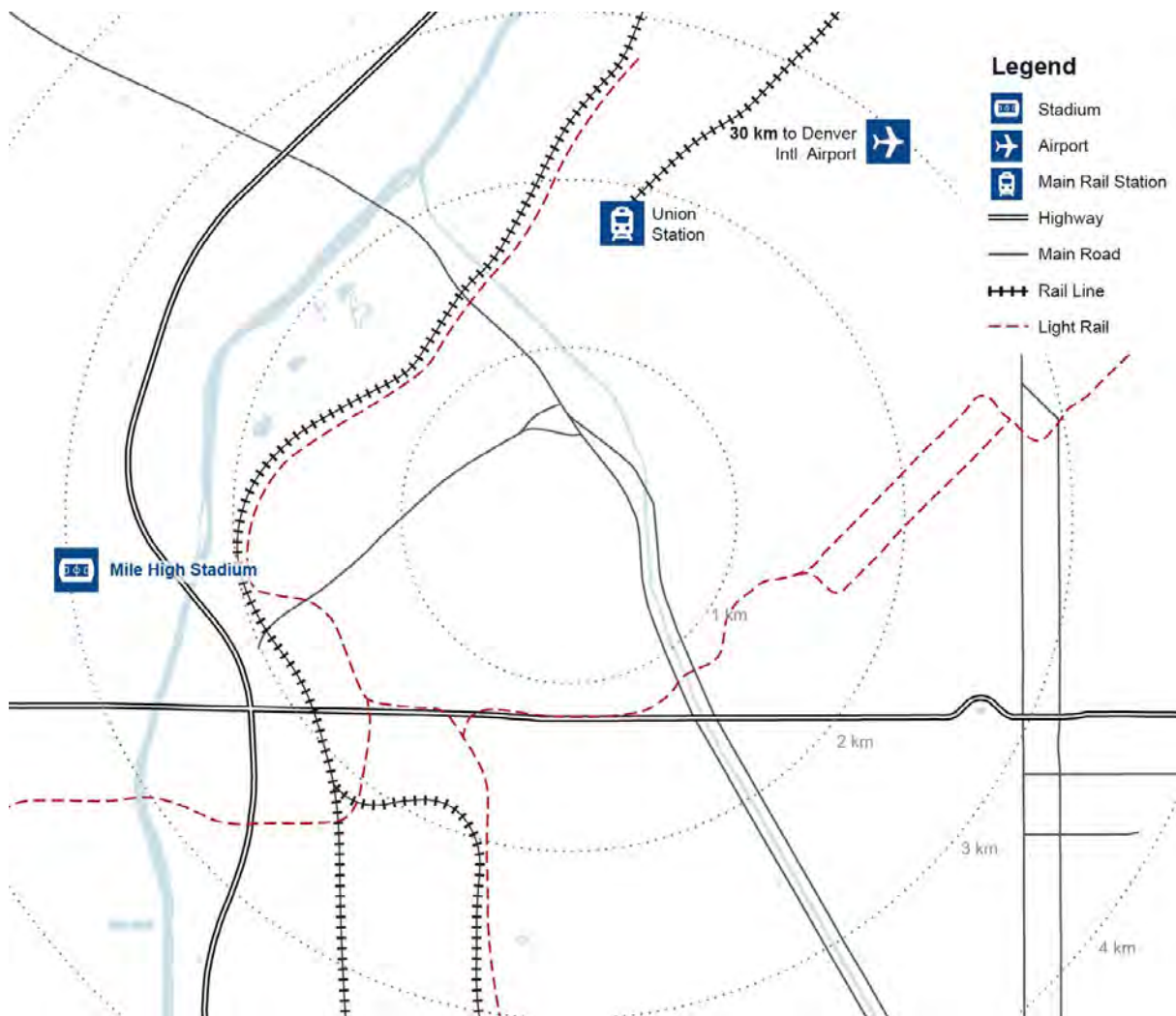
Smart and Sustainable Transport

Dallas is committed to reducing the environmental impact of transportation. Its high occupancy vehicle (HOV) lane system helps to reduce pollutant emissions on the highway system each weekday. Both its rail and bus systems have low-emission vehicles, and its transportation authority has invested USD \$25 million to cut bus emissions by 68% over the past decade.

There is currently a one-year innovation pilot program in the Arlington Entertainment District for guests to catch a free ride on an autonomous shuttle called Milo. These are a fleet of low-speed, battery-powered, autonomous shuttles. They are free to use, ADA accessible, and can hold up to 12 passengers. The service operates on select off-street trails in the Entertainment District before and after major events at AT&T Stadium and Globe Life Park in Arlington. It has shuttle stops for AT&T Stadium events as well as Globe Life Park events.

Event Mode Transport

Rail and bus services are employed during sporting events at AT&T stadium via DART, The “T” (Fort Worth Transportation Authority), TRE, and DCTA (Denton County Transportation Authority). Dedicated transport programs such as those employed during the NCAA Men’s Final Four in 2014 allow ticketholders to travel to AT&T Stadium quickly and easily.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Metro Vision Regional Transportation Plan 2040, Bikeshare
Other	The 'Mile-High City' lays claim to the 8th largest rail system in the United States which serves the 19th most populous American city

General Mobility

The 'Mile-High city' lays claim to the eighth largest rail system in the United States (despite being only the 19th most populous American city). The Regional Transportation District (RTD) provides bus and rail services

for the Denver metro area, which covers 3,862 km² and a population of more than 2.92 million people. The RTD system consists of more than 170 bus routes and nine rail lines which will expand to 12 lines by 2026, the majority of these are light rail.

Other key features of the transportation system include:

- A major infrastructure improvement project, FasTracks, is underway to expand the Denver metro area's light rail and bus service and to add commuter rail service.
- Trains stop in Denver at historic Union Station, where travelers can access RTD's

16th Street Free MallRide or use light rail to tour the city. The station will also serve as the main juncture for rail travel in the metro area, at the completion of FasTracks.

- Amtrak, the national passenger rail system, provides service to Denver, operating its California Zephyr daily in both directions between Chicago and Emeryville, California, across the bay from San Francisco. Amtrak Thruway service operated by private bus companies links the Denver Union Station with Rocky Mountain points.
- The city is primarily served by the interstate freeways I-25 and I-70. It also has a nearly complete beltway known as “the 47’s”. A highway expansion and transit project for the southern I-25 corridor, dubbed T-REX (Transportation Expansion Project), was completed in 2006. The project installed wider and additional highway lanes, and improved highway access and drainage. The project also includes a light rail line that traverses from downtown to the south end of the metro area at Lincoln Avenue.

Smart and Sustainable Transport

The Metro Vision Regional Transportation Plan 2040 presents the region’s unconstrained vision for a multimodal transportation system needed to respond to future growth and demographic trends. The plan places a strong focus on active mobility options such as walking, bicycling and

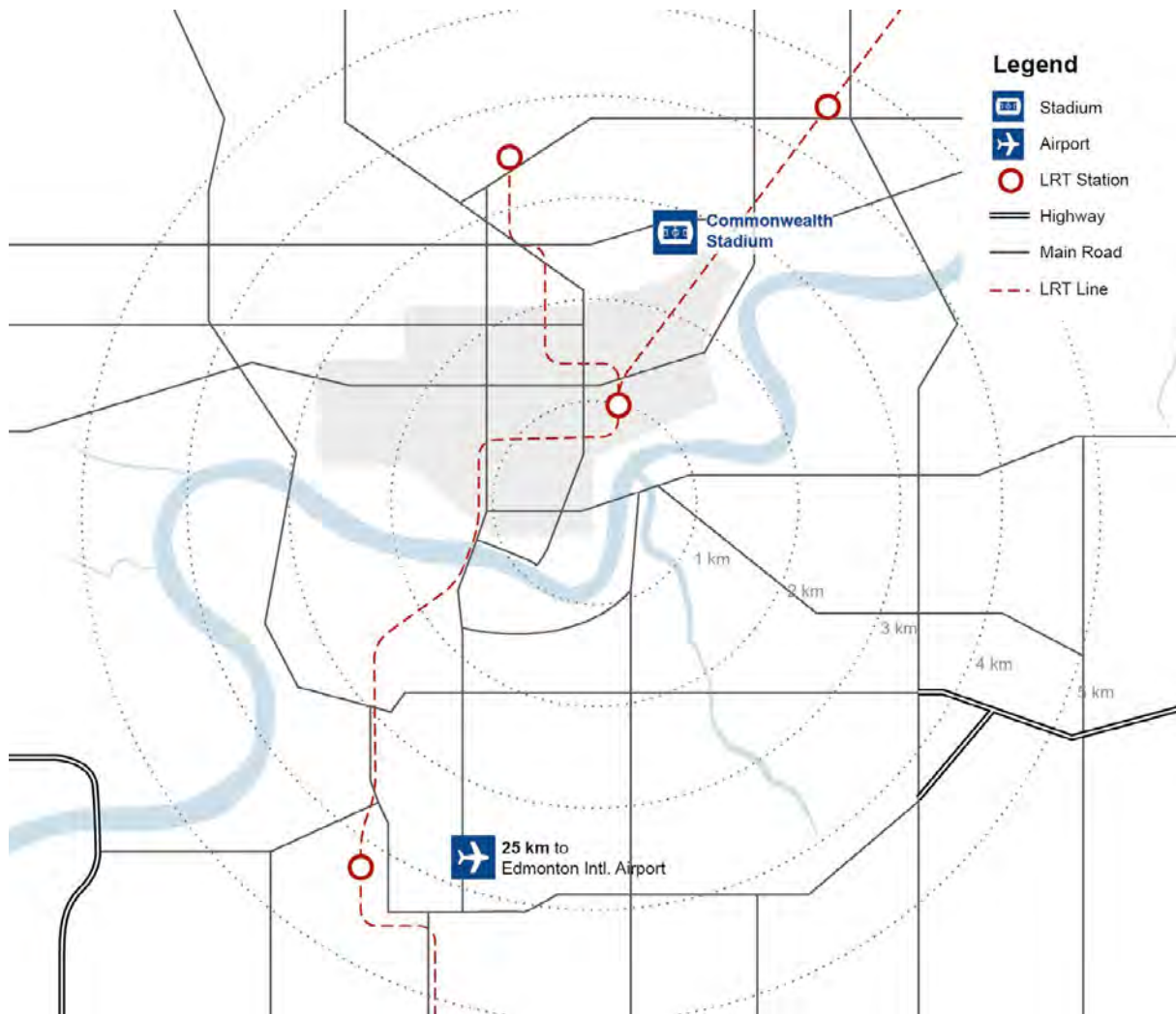
promotes public transit systems. Other initiatives include:

- The city is considered to be very bicycle-friendly, this is due in large part to an emphasis being placed on legislation, programs, and infrastructure developments that promote bicycling as a mode of transportation. B-cycle – Denver’s citywide bicycle sharing program – was the largest in the United States at the time of its launch, boasting 400 bicycles. Through the acquisition of new grants, the program has expanded each year, adding dozens of new stations, hundreds of bikes, and by beginning service during the winter months.
- The city is strongly promoting and supporting the role of car and bike sharing as convenient, cost-effective, environmentally friendly alternatives to car ownership.

Event Mode Transport

There are two rail stations that serve the stadium: Federal/Decatur Station, is 3.5 km (nine minutes) from Denver Union Station; Mile High Station is 1.5 km and is a three minute commute. The main bus station is approximately 3.5 km (ten minutes) from the stadium.

The stadium has parking for buses during events and during special events. RTD utilizes school and charter buses as well as fleet vehicles to meet increased passenger demand.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	“The Way We Move” Transportation Plan, expansions to electric bus fleet, Bike lane construction, BikeShare
Other	The city is seeking to enhance land use integration with transport systems (transit-oriented developments) to create attractive, livable, compact neighbourhoods with housing, jobs, shopping, community services, and recreational opportunities

General Mobility

The Edmonton Transit System (ETS), the city’s public transit agency, operates the Edmonton Light Rail Transit (LRT) lines, and the municipal bus service. ETS serves more than 7,000 bus stops and over 400 routes. The city currently has two LRT lines and work on a third line is in progress. In addition to city bus service, Edmonton is also served by main operators, Greyhound and Red Arrow, who bring visitors to the city.

Edmonton serves as a major transportation hub for Canadian National Railway, whose North American operations management

center is located at their Edmonton offices. It is also tied into the Canadian Pacific Railway network, which provides service from Calgary to the south and extends northeast of the city to serve Alberta's Industrial Heartland. Other features of the transportation system include:

- An extensive multi-use trail system totaling over 150 km in length, 130 km of which lie within the North Saskatchewan River valley parks system. The unpaved trail network is even more extensive – 420 km in total. The city also has 105 km of dedicated street bike paths across the city with signalized crossings.
- Major roadways include Kingsway, Yellowhead Trail (Highway 16), Whitemud Drive, and Anthony Henday Drive. The city is connected to other communities elsewhere in Alberta, British Columbia, and Saskatchewan via the Yellowhead Highway to the west and east and Highway 2 (Queen Elizabeth II Highway) to the south.

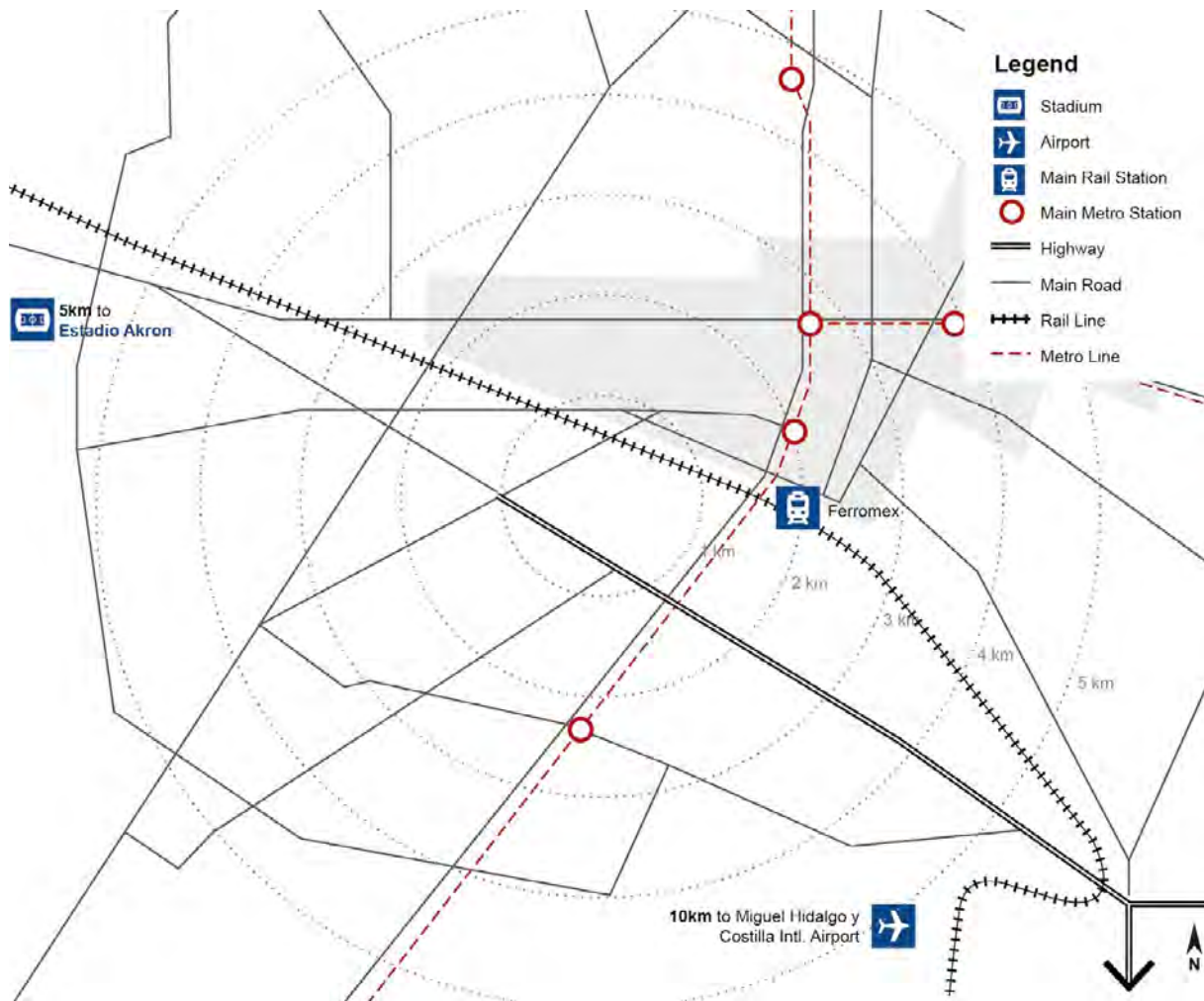
Smart and Sustainable Transport

The city's "The Way We Move" Transportation Master Plan is based on seven Strategic Goals that define a vision for the transportation system including access and mobility, modal shift, sustainability, and better land use integration. Other initiatives include:

- The City of Edmonton is purchasing up to 100 electric buses in the next two years to add to the existing fleet. Electric buses eliminate curbside pollutant emissions and reduce greenhouse gas emissions by approximately 30% and by 2026 will reduce emissions even further as more renewable energy is directed into the grid.
- With over 7.8 km of protected bike lanes and shared-use paths, the Downtown Bike Network is a safe and accessible route to downtown destinations and is well-connected to other bike commuter routes. Currently, the network takes cyclists within two blocks of many popular destinations and provides cycling opportunities for people of all ages and abilities to travel to events, festivals, and locations in the downtown.

Event Mode Transport

Event mode transport will be provided using environmentally friendly transport choices through the provision of a dedicated vehicle fleet with robust service to accommodate the needs of all. The strategy will include a multimodal transport approach that will include Light Rail Transit (LRT), buses, fleet vehicles, taxis, and other public transportation providers. Public parking will not be available at Commonwealth Stadium to reduce congestion and a "last mile" parking restriction will be implemented. Biking and walking will be promoted and encouraged, aligning with the City of Edmonton's strategy to encourage citizens to be more active.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Substantial investments in improving walking and bicycling facilities, BikeShare
Other	The compact core of the city makes walking and cycling two of the most convenient and enjoyable ways to move around the city

General Mobility

The City of Guadalajara and its neighboring municipalities have an integrated multimodal mass transit network in which a single agency, the Sistema de Tren Eléctrico Urbano (SITEUR), operates the light rail transit (LRT) system, the bus rapid transit (BRT) system, and the trolleybus lines. The LRT system has two lines: Line 1, running from north to south, with 19 stations, and Line 2, running from downtown to the east, with ten stations. The trains are electric, and currently there are 48 articulated cars in service. Construction of a third line began in 2014. Line 3 will run

from Zapopan, in the northwest, to Tlaquepaque and Tonalá, in the southeast, via the downtown.

Other features of the transportation system include:

- The BRT system, named Macrobus, runs buses in dedicated lanes, and services passengers at stations with level boarding. Phase I of the Macrobus project opened in 2009 with a 16-km-long (9.9 mile) corridor following Calzada Independencia and serving 27 stations. The Guadalajara trolleybus system has been operating since the 1970s, and there are currently three lines in operation.
- The main highways are Highway 15, which connects the city northwest to Nogales, Sonora, via Tepic, Nayarit and east to Mexico City via Morelia. Highway 80D leads northwest toward Aguascalientes, and Highway 54D leads south to the coast via Colima.

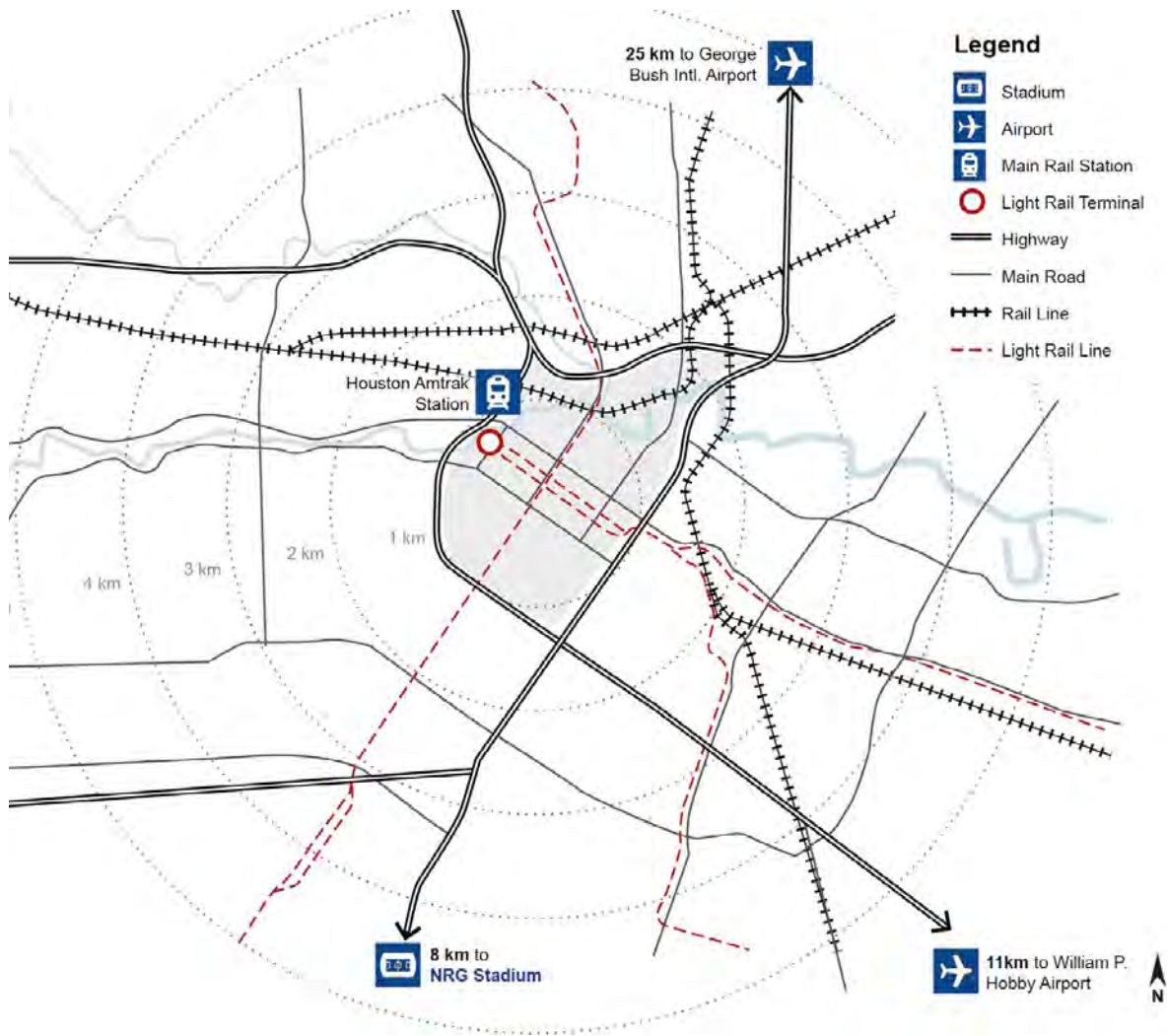
Smart and Sustainable Transport

The city leverages its compact core by fostering active mobility modes. A guest visiting downtown destinations can walk through a bustling network of pedestrian streets or take advantage of the bike network to navigate and enjoy the city.

In recent years, Guadalajara has substantially increased its bicycling infrastructure and active lifestyle. In late 2014, Guadalajara opened a new bike share system. The Mi Bici Pública bike share system has 242 docking stations and 2,116 bikes.

Event Mode Transport

The stadium is located on the outer western edge of the city's beltway – the Anillio Periférico Poniente, a four-lane per direction freeway. Public transportation access is available through buses offered by private operators. In addition to public transportation modes a park and ride strategy is adopted to reduce traffic congestion around the stadium and minimize parking demand.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Bicycle share, high occupancy vehicle (HOV) lanes, Clean Vehicle Fleet
Other	Houston is an American pioneer in the management of demand for its freeway system, having developed its high occupancy vehicle (HOV) lane program since the 70s

General Mobility

Houston is an American pioneer in the management of demand for its freeway system, having developed its high occupancy vehicle (HOV) lane program since the 70's. The freeways work in a hub-and-spoke system, connecting the City of Houston to its suburbs, with I-610 as the innermost loop relieving downtown Houston and other major neighborhoods of through traffic.

One of the busiest links in the system, Katy Freeway, has its traffic demand managed with high occupancy tolling (HOT) lanes, with toll prices that vary throughout the day according

to congestion levels. Other freeways have high occupancy vehicle (HOV) lanes allowing exclusive traffic from vehicles with two or more passengers, and serving as the main carriageway for Houston's Express Bus network.

The Metropolitan Transit Authority of Harris County (METRO) provides public transportation in the form of buses, light rail, and lift vans. METRO began light rail transit (LRT) service on January 1, 2004, with the inaugural track ("Red Line") running about 13 km from the University of Houston—downtown (UHD), which traverses through the Texas Medical Center and terminates at the Stadium. Other features of the transportation system include:

- METRO is currently in the design phase of a ten-year expansion plan that will add five more lines and expand the current Red Line. The Red Line feeds in to the METRO downtown Transit Center and the TMC Transit Center, both of which are major transfers point for destinations and hotels all over the city.
- Amtrak, the national passenger rail system, provides service three times a week to Houston via the Sunset Limited (Los Angeles—New Orleans), which stops at the Houston Amtrak Station on the north side of the downtown area.
- Houston has the largest number of bike commuters in Texas, who use the city's

network of 257 km of dedicated bikeways. The city is currently in the process of expanding its on and off-street bikeway network. A bicycle sharing system, Houston B-cycle, currently operates 29 different stations in downtown and neighboring areas.

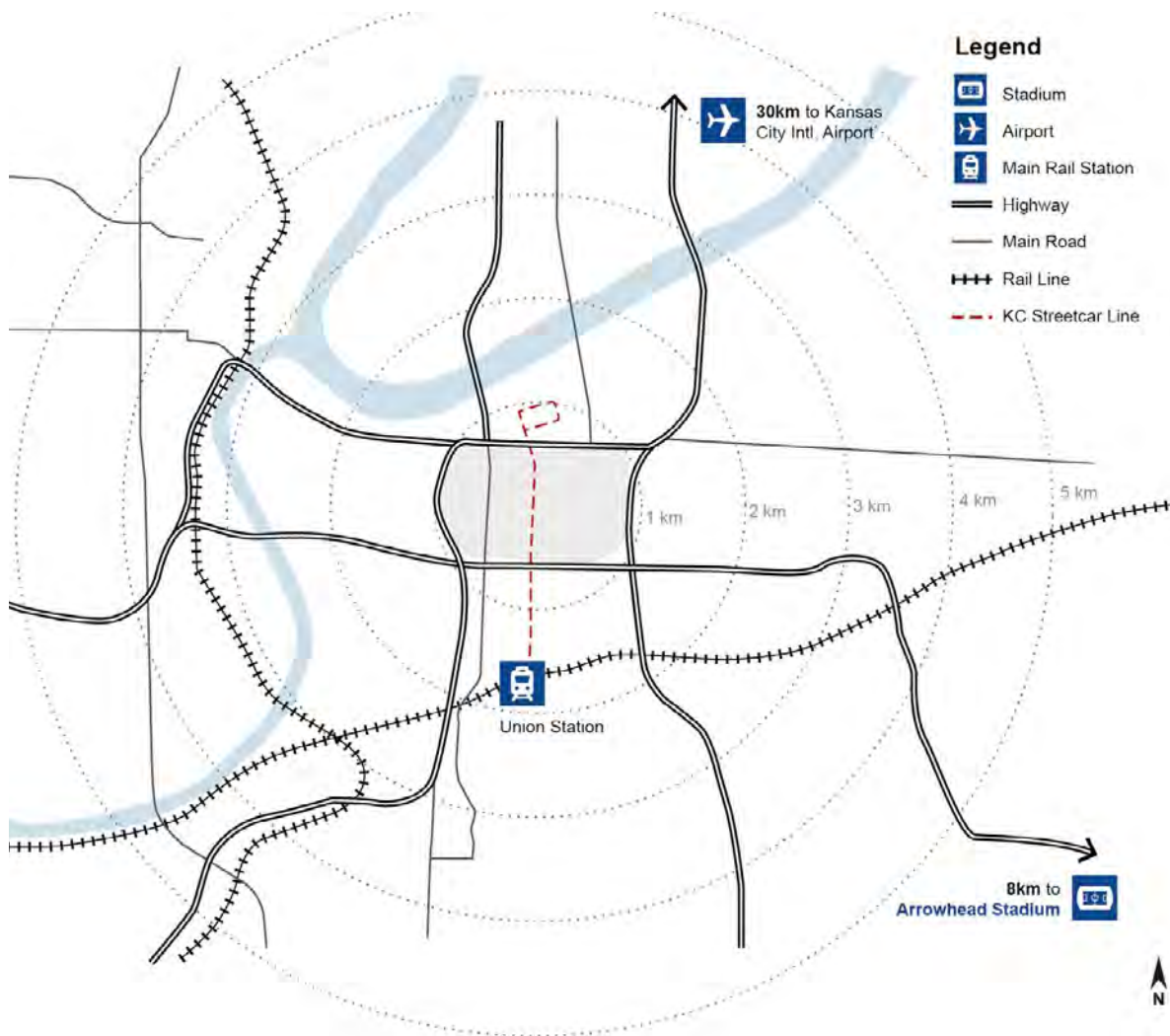
Smart and Sustainable Transport

Houston has a strong commitment in reducing transportation-related emissions. The high occupancy vehicle (HOV) and high occupancy tolling (HOT) lane programs increase the efficiency of the transportation system as a whole, reducing the average rate of emissions per trip. The city also invests in cleaner vehicles: the LRT system is fully electrified, the downtown circulator bus is powered by compressed natural gas (CNG), and METRO is replacing its entire bus fleet to clean vehicles with either CNG-powered engines or diesel-powered engines fitted to save fuel and reduce emissions.

Event Mode Transport

METRO has served multiple sporting events throughout the years, including the annual Houston Livestock Show and Rodeo, Super Bowls, Houston Texans' games, All-Star Basketball, NCAA Final Four, and Copa America Centenario.

The distance from the Stadium to downtown Houston via the Red Line is about 8 km from the Stadium to the TMC.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Modernization of bus fleet to low-emission vehicles, investment in Smart cities technologies to manage transport system extensive walking and cycling networks, BikeShare
Other	Kansas City has invested in the installation of cutting-edge technologies which improve everyday experiences such as real-time mapping of available parking, traffic flow and public transit. Other Smart City infrastructure includes interactive kiosks and free public WiFi

General Mobility

The Kansas City Area Transportation Authority (KCATA) operates the Metro Area Express (MAX) bus rapid transit service and 89 local bus routes in seven counties of Missouri and Kansas as one unified service – RideKC. Other features of the transportation system include:

- In July 2005, the KCATA launched Kansas City’s 1st bus rapid transit line, the Metro Area Express (MAX). MAX links the River Market, Downtown, Union Station, Crown Center, and the Country Club Plaza. It features real-time GPS tracking of buses, available at every station and has priority

movement through the city. The city is currently planning another MAX line down Prospect Avenue.

- MAX links the River Market, Downtown, Union Station, Crown Center, and the Country Club Plaza. It features real-time GPS tracking of buses, available at every station and has priority movement through the city. The city is currently planning another MAX line.
- The KC Streetcar was launched in 2016 and is already one of the most successful streetcar projects in the country with over two million riders served in its 1st year. The KC Streetcar connects all the major hotels and entertainment districts, and the main transportation hub at the historic Union Station.
- The city is served by all four of the nation's largest railroads (the Burlington Northern Santa Fe, the Union Pacific, the Norfolk Southern, and the Kansas City Southern). The Kansas City Southern is the principal international rail carrier between the United States and Mexico.
- Kansas City's central location makes it easily accessible by interstates and highways. Missouri and Kansas were the 1st states to start building interstates with I-70 and I-435. The Kansas City metro area also has more limited access highway lane per capita than any other large US metro area.

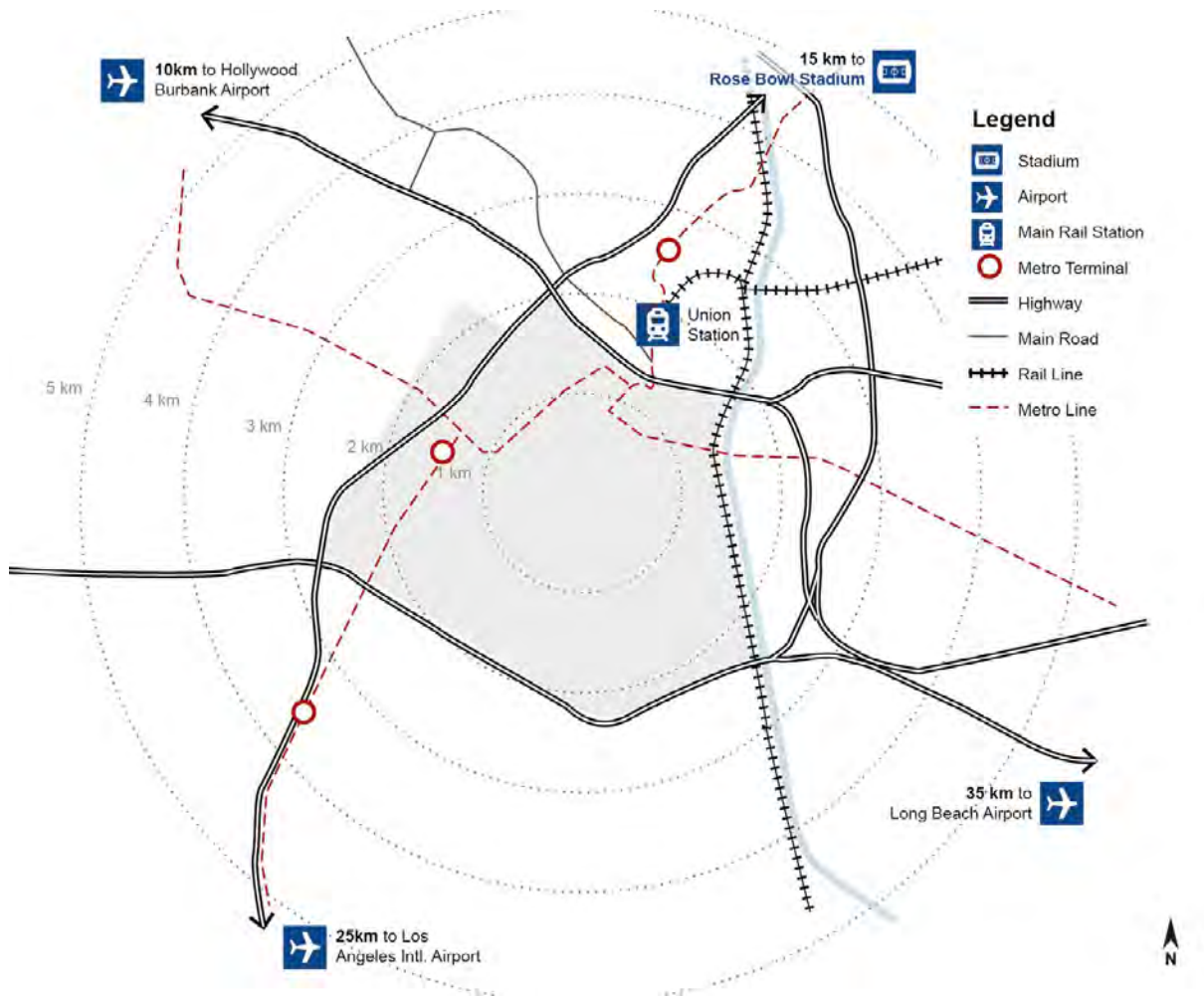
Smart and Sustainable Transport

Kansas City has invested in the installation of cutting-edge technologies which improve everyday experiences such as real-time mapping of available parking, traffic flow and public transit. Other initiatives include:

- The city operates the "scout" congestion management and traveler-information system implemented by the Kansas and Missouri departments of transportation (KDOT, MoDOT). Elements included traffic sensors, closed circuit television cameras, electronic message boards, highway advisory radio, a real-time traffic website, and Motorist Assist and emergency response services.
- In response to the demand to improve pedestrian and bike facilities, voters approved an USD \$800 million general obligation bond, part of which is designated for sidewalk repairs and creating complete-streets. The city also has a bike sharing scheme with stations spread throughout the downtown KC and River Market Area.

Event Mode Transport

During major events the city operates a Park and Ride System from five match day transportation hubs throughout the region. Free spectator shuttlebus to and from the stadium link to these locations. The central hub, historic Union Station, is on the KC Streetcar line.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Long Range Transportation Plan, Mobility Plan 2035, Electrification of bus fleet, expansion of public transit systems, BikeShare
Other	Metro (the Los Angeles County Metropolitan Transit Authority) operates a robust transit system serving over 415 million riders each year in a 3,625 km ² service area

General Mobility

The City of Los Angeles sits among a network of highly interconnected neighborhoods and cities within the greater

metro area (including Pasadena and Inglewood). An extensive network of freeways connects downtown Los Angeles with these various communities. Major elements of the highway network include I-5, which runs from San Diego to the Canadian Border; I-10, a trans-national highway terminating in Jacksonville, Florida and connecting major cities in Arizona, Texas, and Louisiana; and US Route 101, which heads northward to San Francisco, Oregon, and Washington.

Although famous for its highway transportation system, the Los Angeles County Metropolitan Transit Authority (Metro)

operates a robust transit system serving over 415 million riders each year. Metro operates two subway lines (the Red and Purple Lines), totaling 28 km in length; four light rail transit lines (the Blue, Green, Gold, and Expo lines), totaling 142 km; and two major bus rapid transit route (the Orange and Silver lines), which provide rail-like frequency and service. In addition, Metro is also responsible for 170 individual bus routes. Other features of the transportation system include:

- Commuter rail is provided by the Metrolink system, which features six lines that connect Los Angeles with Ventura, San Bernadino, Riverside, and Orange Counties. The primary hub for these train routes is Union Station, located at the northern end of downtown Los Angeles, and allows commuters to transfer to subway, light rail or bus.
- Union Station is also the primary access point for the five Amtrak passenger rail routes that serve Los Angeles providing links to Seattle, New Orleans, Chicago, San Antonio, and destinations inbetween.

Smart and Sustainable Transport

Metro is a leader in sustainable transportation management, and the first transit program to implement the latest ISO sustainability standards. The agency operates the largest fleet of fuel-efficient compressed natural gas (CNG) buses and is upgrading this fleet to use even lower-emission biomethane blends and will convert the Orange Line fleet to electric buses by 2020. Metro has begun replacing

small fleet vehicles with electric cars and has committed to a fully electric fleet by 2030.

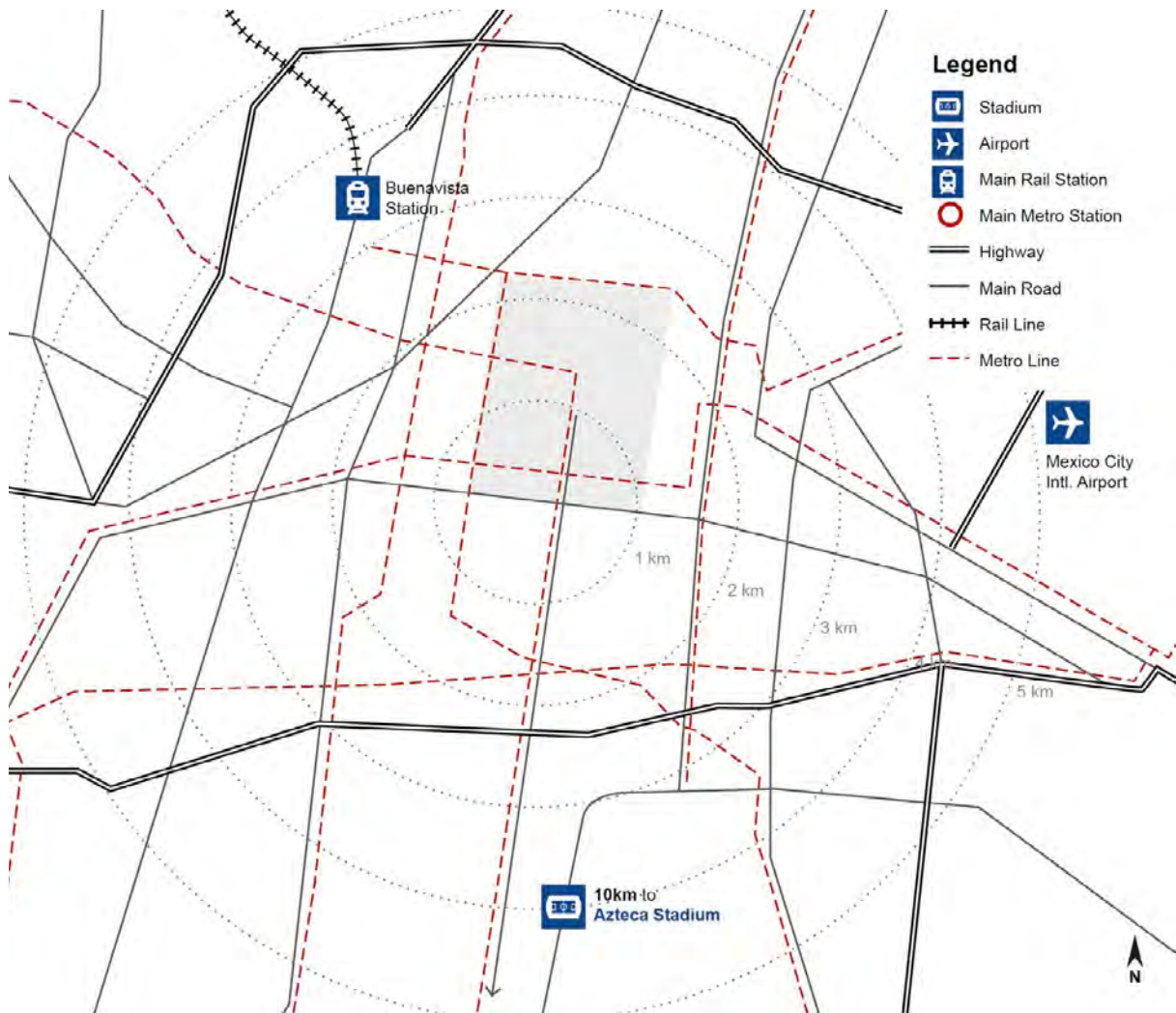
Metro also provides electric vehicle chargers at 15 park-and-ride stations and is the only transit operator the directly operate a bike sharing program (with 1,500 bicycles).

Los Angeles is also investing aggressively in new and expanded rail and bus transit projects that will increase the region's sustainable transportation options. Major projects include the Expo Line Phase 2, the Purple Line Phase 1 extension, the LAX/Crenshaw light rail with eight new stations, and the Link Union Station project, which will convert the main train terminal to a through-running station, making rail operations in Los Angeles more efficient.

The cities of Inglewood and Pasadena have also developed major sustainability transport initiatives. These include active transportation plans that are increasing infrastructure for walking and cycling; transportation demand management planning; electrification of buses and vehicle fleets; and installation of electric vehicle charging stations.

Event Mode Transport

Numerous event mode transportation options are available for fans traveling to the stadium including rail and bus services. Dedicated rail and bus services can also be provided to connect to the various downtown areas and transit hubs.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Mobility System M1, Mexico City Plan Verde Green Plan), BikeShare, modernization of bus fleet to low-emission vehicles
Other	Mexico City is served by the largest metro system in Latin America, the Sistema de Transporte Colectivo. With 225.9 km, it operates 12 lines serving a total of 195 stations

General Mobility

Mexico City is served by the largest metro system in Latin America, the Sistema de Transporte Colectivo. With 225.9 km of track, it operates 12 lines serving a total of 195 stations. The metro transports approximately 4.4 million people every day.

A suburban rail system, the Tren Suburbano, serves the metropolitan area beyond the reach of the metro, serving to municipalities such as Tlalnepantla and Cuautitlán Izcalli, with additional future lines planned. Other features of the transportation system include:

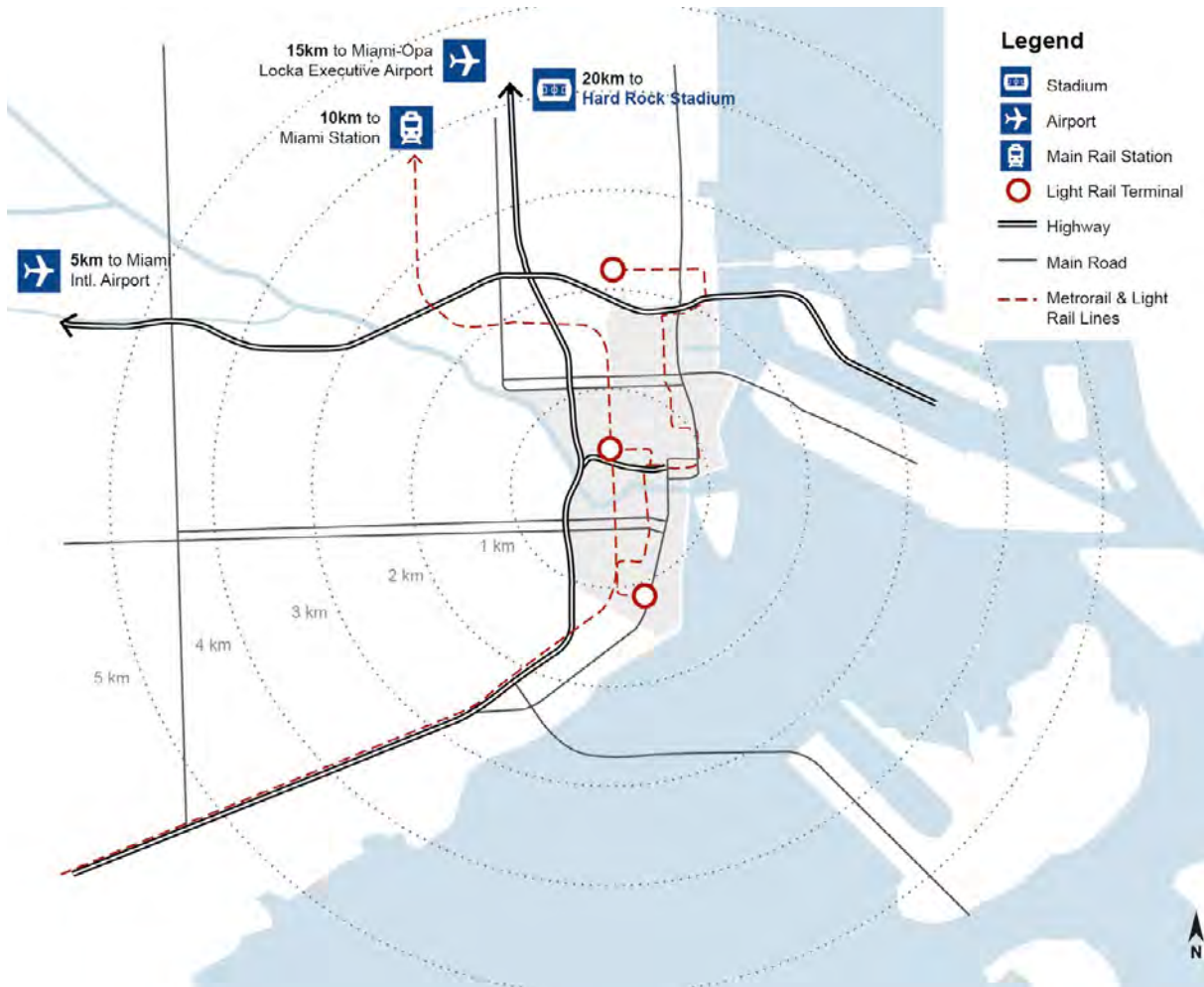
- There are two bus rapid transit (BRT) corridors in the Greater Mexico City. The Metrobús serves Mexico City with six lines and 208 stations over 125 km, and carries approximately 250,000 passengers a day. Mexibús is the 2nd, more recent BRT system, connecting suburbs to transport hubs in Mexico City, with three different lines.
- In addition to the BRT corridors, there are numerous bus routes traversing the city, connecting with other modes of transit, and major transport hubs including the airport. This system encourages intermodal transfer via subway (Metro), trolleybus, commuter train and ECOBICI bikeshare stations.
- The Servicio de Transportes Eléctricos (STE) runs two systems: a trolleybus network with nine lines and over 400 vehicles, and the Xochimilco Light Rail line, serving the southern part of Mexico City, connecting with the metro system. In the short term there is a plan to buy new electric buses to expand the electric mobility network.
- M1 operates 80 buses with the “Euro V” technology, with low CO₂ emissions that reduce environmental impact. 30 of these vehicles use Compressed Natural Gas (CNG) technology.
- The transportation and mobility components of Mexico City’s Plan Verde (Green Plan) agenda are based on a multi-component strategy to reduce traffic congestion and reduce greenhouse gas (GHG) emissions. Citizens are being educated about the importance of sustainable mobility’s role in fostering a healthier, more mobile, and safer city. The Green Plan emphasizes local action, in particular, through initiatives such as the Hoy No Circula (Today Don’t Drive) and Muévete en Bici (Get on your Bike) programs.

Event Mode Transport

The primary means of transportation to and from Azteca Stadium are the LRT system and public buses, which can be supported by additional dedicated bus services. During other major events, park and ride systems are put in place and people are encouraged to ride on public transportation.

Smart and Sustainable Transport

ECOBICI, Mexico City’s public bicycle share system is one of the largest in the world and helps to serve an extensive and dedicated bike path network. Other initiatives include:



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Automated People Mover, Bus
Green Transport Initiatives	NEW SMART (Strategic Miami Area Rapid Transit) plan, expansion of hybrid bus fleet, development of bicycle and walking network
Other	Dade Transportation and Public Works (DTPW) operates the 15th largest public transportation service in the country by mileage, serving an area of 792 km ²

General Mobility

Miami's road network grid includes several major Interstate and US highways that provide fast and easy connectivity throughout the county. Florida uses high occupancy tolling (HOT) lanes on I-95 to more effectively manage traffic on. Other features of the transportation system include:

- Dade Transportation and Public Works (DTPW) operates the 15th largest public transportation service in the country by mileage, serving an area of 792 km². The Metrorail Green and Orange lines provide 40 km of rail rapid transit connecting downtown,

the airport, and neighborhoods to the northwest and southwest of downtown.

- The 7 km Metromover system is a completely free, automated guideway system that provides circulation around downtown Miami and to important destinations north and south of downtown.
- The Metrobus system comprises more than 95 bus routes which provide service throughout the county.

These transit systems link up with the wider region at the Miami Intermodal Center (MIC) and Miami Central Station, a state-of-the-art transportation hub located adjacent to the airport. This station connects Metrorail and Metrobus riders with Tri-Rail – the commuter train route connecting Miami-Dade, Broward, and Palm Beach Counties – as well as intercity buses, and the MIA Mover, an automated people mover that connects directly to Miami International Airport. Miami Central is home to Amtrak’s Silver Service, which connects South Florida with Tampa, Orlando, Washington, DC, and New York, as well as the new Brightline passenger rail system. Brightline connects Miami with Fort Lauderdale in under 30 minutes and West Palm Beach in under an hour. Brightline will be expanded to provide rail service to Orlando in under three hours.

The city offers a 24/7/365 bike sharing service with over 100 stations throughout Miami Beach and downtown Miami, with more stations planned for the future.

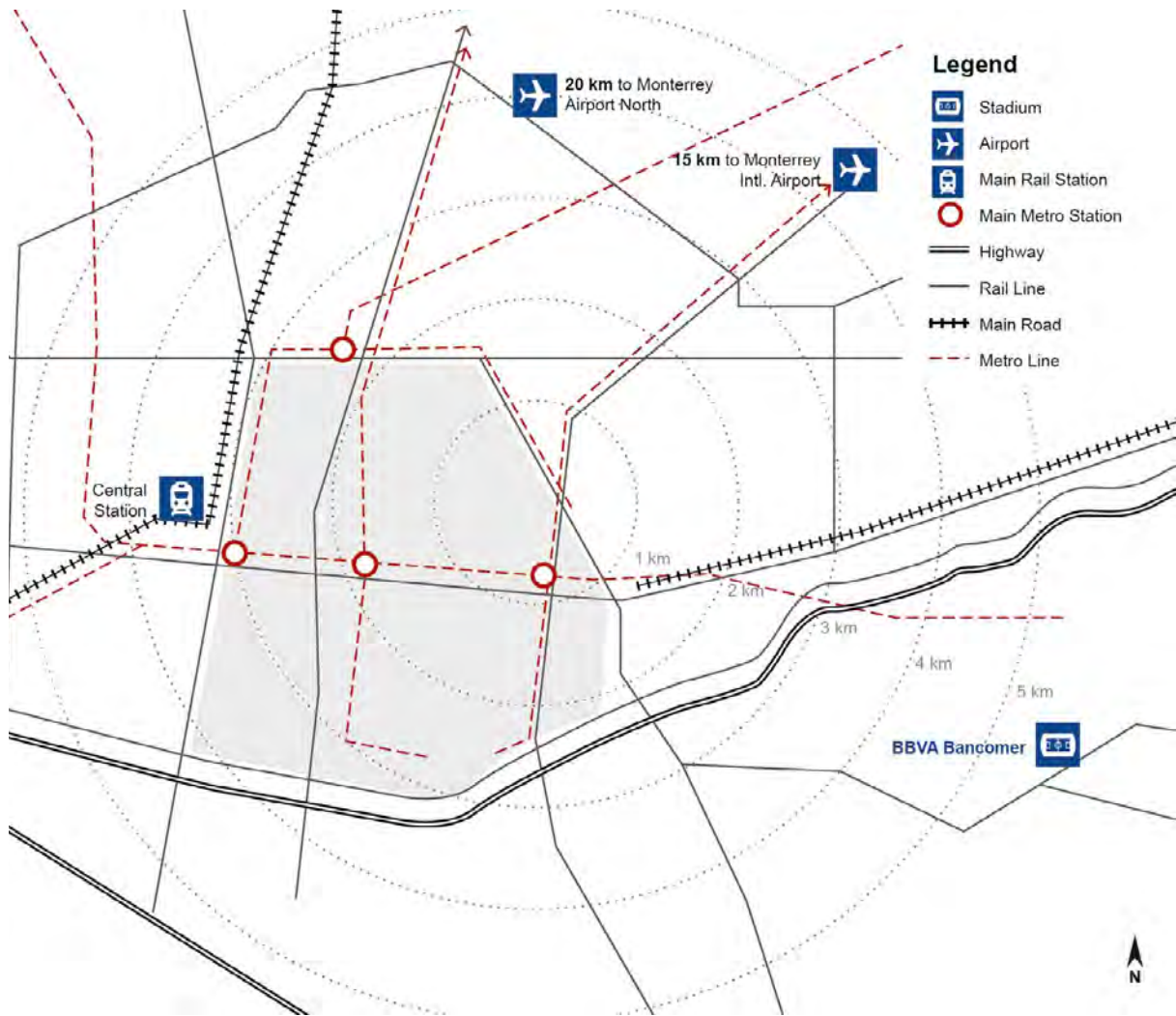
Smart and Sustainable Transport

Miami’s transit system and highway management strategies serve to link residents with job sites, while curbing emissions from single-occupancy vehicles to make Miami-Dade a “smart, connected, and car-optional county”. These include developing a network of 300 adaptive signals that will more efficiently distribute traffic through the street network, easing traffic flow and reducing emissions. The Metrobus fleet uses over 100 hybrid diesel electric vehicles, with plans for integrating new natural gas and even electric vehicles. In addition, other city fleets, including refuse, are using new hybrid and plug-in electric vehicles.

The Port of Miami is also investing in new infrastructure to curb greenhouse gas emissions from freight movements into the city.

Event Mode Transport

Metrorail and bus service provide transport for fans to and from the stadium.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Low-emission and route expansion of bus fleet, major expansion of metro system
Other	Downtown Monterrey offers a great environment for visitors who wish to stroll between some of the city's best attractions. Its compact configuration places most cultural destinations and historic sites within a 15 minute walk

General Mobility

The metropolitan area of Monterrey is well connected to Mexico's national highway system. The Federal Highways 40 and 40D loop around most of the metropolis' urbanized areas, and connect to other roadways including the Federal Highway 85 leading to Texas. This roadway loop alleviates traffic from downtown, and expedites truck traffic between Mexico and the US.

Other features of the transport system include:

- For those who choose to travel with modes other than the automobile, Monterrey offers an extensive public transportation system. In addition to over 500 routes of local bus service, there is a bus rapid transit (BRT) route – the Ecovía – and a subway system known as the Metro. Currently, the Metro network is over 32 km long, with two lines serving 32 stations. In the peak hour the Metro carries over 20,000 people, and on a typical weekday the system serves up to about 450,000 passengers. The Ecovía BRT covers more than 30 km and has an average weekday ridership of 85,000.
- Downtown Monterrey offers a great environment for visitors who wish to stroll between some of the city’s best attractions. Its compact configuration, where blocks’ lengths are under 90 m, place most cultural destinations and historic sites within a 15-minute walk from the Palace Museum.

Smart and Sustainable Transport

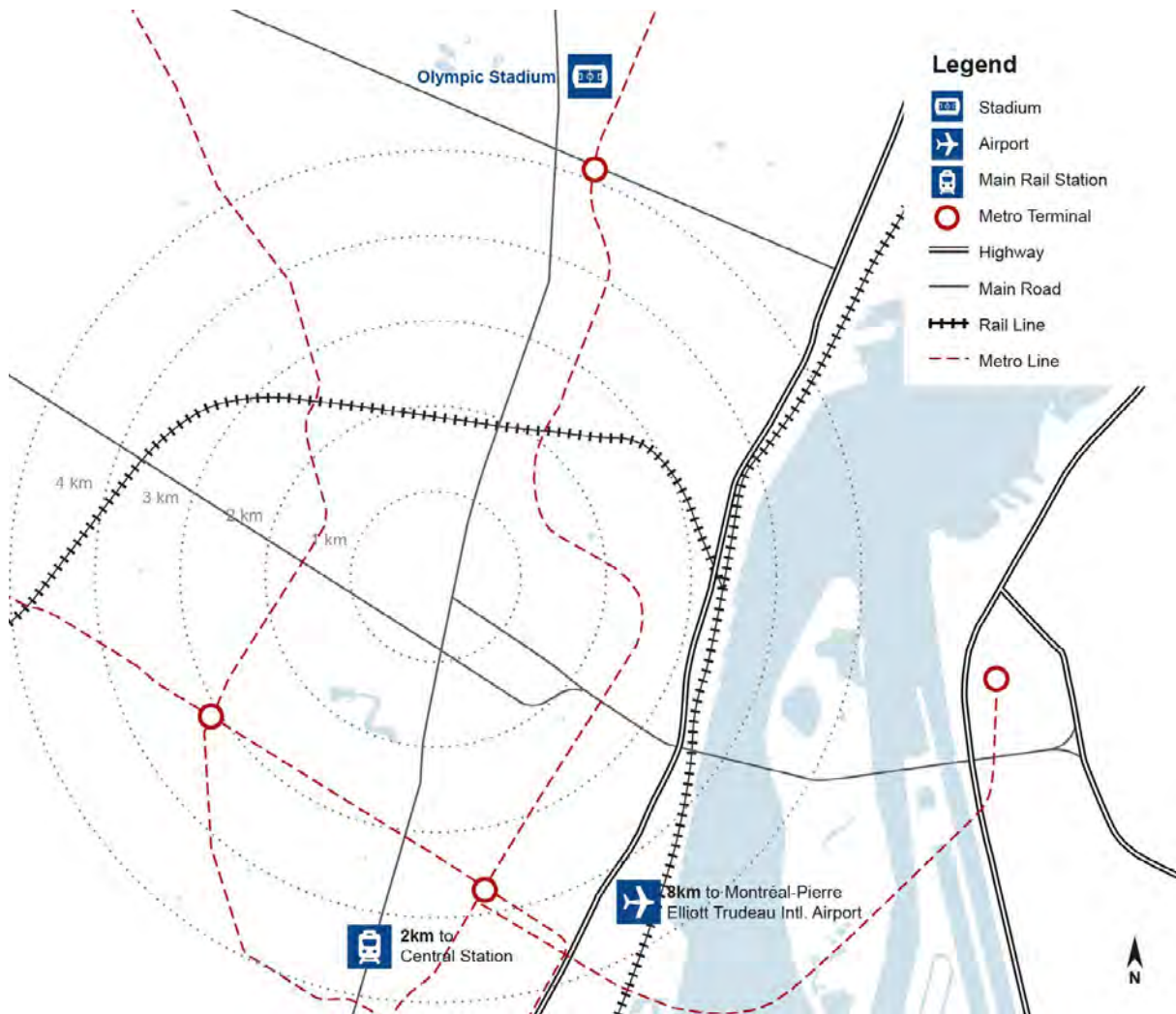
Monterrey’s major transit systems run on clean energy; the Ecovía buses run on natural gas (CNG), and the Metro is powered by plants using biogas. Recently, public authorities have launched initiatives to expand alternative mobility and universal accessibility for vehicles, cyclists, pedestrians, and people with reduced mobility.

The Metro subway system is undergoing a major expansion, in which a new line will be inaugurated in 2018, adding 7 km of track to the network, and connecting eight stations. When fully operational, this new line will attract over 200,000 passengers per week onto the system.

Other transit initiatives include the enhancement of the Ecovía BRT system, with an increase of 20 vehicles to its fleet expected to reduce waiting times at stations, and forthcoming launch of a single mobility card granting access to the Ecovía and the Metro system.

Event Mode Transport

Fans visiting the Estadio BBVA Bancomer use a variety of transportation modes, with 30% choosing public transit on typical matchdays. Located less than 9 km from downtown, the stadium can be reached in under 20 minutes by car, or under 40 minutes by subway. Exposición is the closest subway station to the stadium, at a distance of 1.5 km. There are four bus routes offering service between downtown and the stadium, which takes around 35 minutes.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Subway, Bus
Green Transport Initiatives	Sustainable Montréal 2016-2020, electrification of bus fleet, BikeShare, expansion of existing metro system
Other	Montréal has invested heavily in cycling infrastructure. Over half of the population (52%) bicycles, with 36% of them riding at least once per week

General Mobility

Public transit in Montréal is served by a network of buses, subways, and commuter trains that extend across and off the island. The subway and bus system are operated by the Société de transport de Montréal (STM). The STM bus network consists of 197 daytime and 20 nighttime routes. STM bus routes serve over 1.3 million passengers on an average weekday. It also provides adapted transport and wheelchair-accessible buses.

Other features of the transportation system include:

- Montréal’s Metro system was built for the 1967

Expo (World's Fair), substantially expanded for the 1976 Olympics, and incrementally extended since then. The system today has four lines and connects downtown to a substantial portion of the island, including connections to the south shore of the St. Lawrence River and north to Laval.

- An extensive bus network serves arterial routes throughout Montréal. A six-line commuter rail system provides service to the city's suburbs from two different downtown terminals, which are located nearby and are both connected to the city's subway. One of the terminals is also the station for intercity rail service, connecting to Quebec City, Toronto, and New York.
- Montréal has a number of highways that provide access around the city, which also provides connections to Quebec City, Ottawa, Toronto, New York, and Boston. Autoroutes are available from downtown to the western half of Montréal Island.
- The city is located on an island, but there are eight crossings available to the north shore of the Saint Lawrence River, and seven crossings available to the south. The busiest crossing onto the island, the Pont Champlain, is currently being rebuilt to be complete this year.

Smart and Sustainable Transport

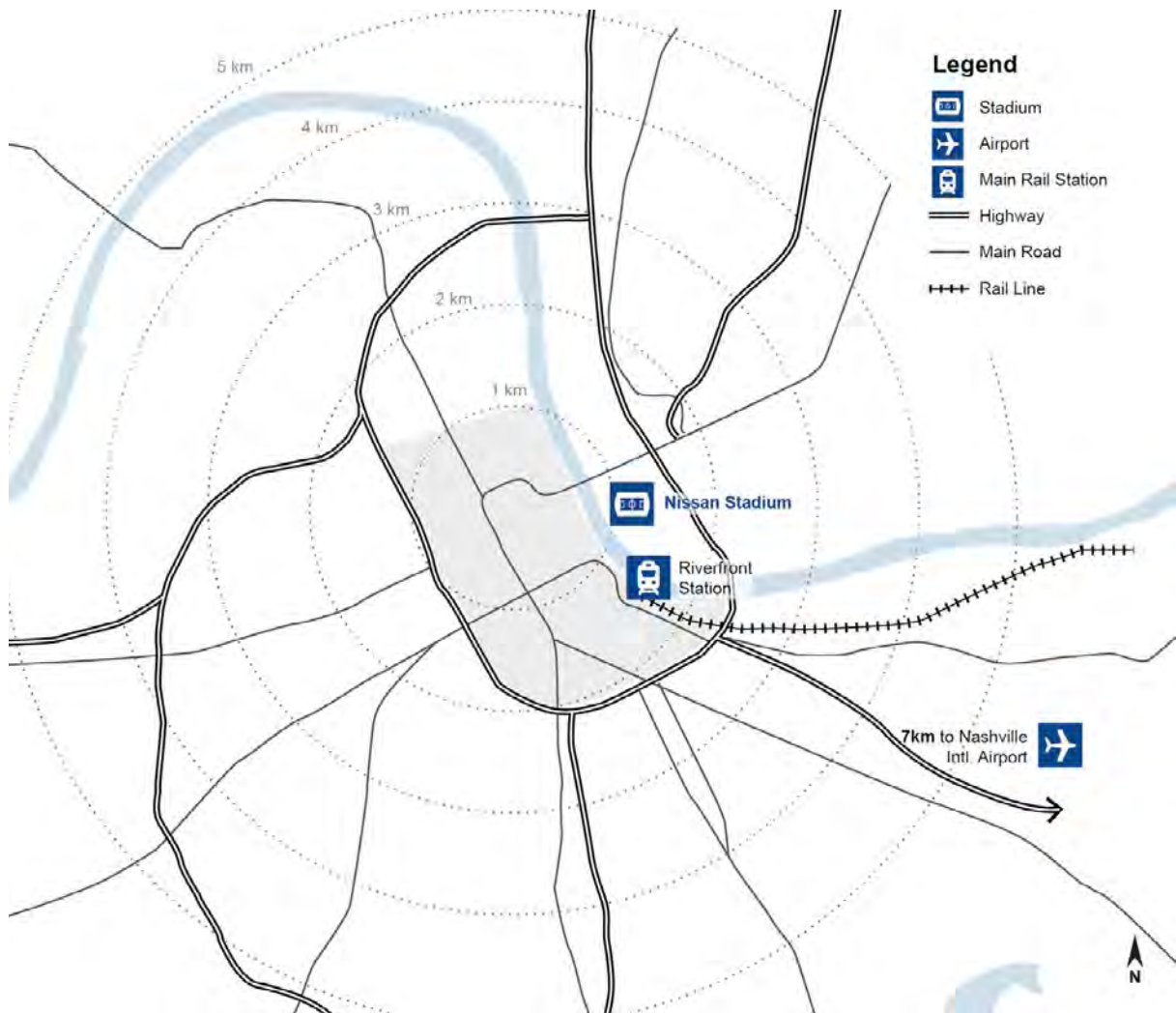
Sustainable Montréal 2016-2020 is the third Montréal community sustainable development plan. The plan is the result of a collaborative process with more than 230 partner

organizations and representatives from central municipal departments and local municipal administrations. The plan sets out a series of objectives including electrification of the public transit bus fleet, encouraging use of public transit, and reducing CO₂ emissions. Other initiatives include:

- The city has a goal to purchase 100% electric buses for surface transit before 2025.
- A fully electric taxi company is currently operating with plans to expand widely in the near future.
- A local infrastructure fund has announced plans to build a 67 km light rail network to operate in conjunction with the city's existing Metro system.
- Montréal has invested heavily in cycling infrastructure and made strides to keep the network accessible throughout the city's harsh winters. Over half of the population (52%) bikes, with 36% of them riding at least once per week. A 540-station bikeshare system is in operation.

Event Mode Transport

The Pie-IX Metro station was specifically designed as an integral part of Olympic Stadium operations. There is a direct passageway between the stadium and Metro station, and the station is optimized for large crowds with wide platforms, a large faregate array, and a pocket track to store extra trains to be placed into service as soon as an event ends.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Motion Plan, complete streets program, investment in cross town connection and expansion of public transit network, Bike Share
Other	Nashville's downtown, where the FIFA World Cup™ would take place, is very compact and easily walkable with hotels, restaurants, entertainment options all within close distance of Nissan Stadium

General Mobility

Nashville is centrally located at the intersection of three Interstate Highways (I-40, I-24, and I-65). In response to the rapid growth, the transit authorities, together with other public and private entities are actively extending and developing new public transit alternatives. The Metropolitan Transit authority (MTA) provides public transportation services, local and express routes, to citizens and visitors within the Metropolitan Nashville area. Most bus routes serve the downtown transit station, Music City Central. Within the downtown a free circulator service, The Music

City Circuit, links a series of city destinations.

Other key features of the transportation system include:

- The city launched a passenger commuter rail system called the Music City Star linking Nashville and Lebanon using the existing track of the Nashville and Eastern Railroad. Expansion plans include as many as six additional lines which will meet in central Nashville in a star formation, hence the name of the system.
- Nashville's downtown is very compact and easily walkable with hotels, restaurants, entertainment options all within close distance of the stadium. Cycling has also been growing in popularity as a fast and easy way to navigate the city with over 85 km of dedicated Greenway routes and plans to expand this by a further 158 km. The city also has a bike share scheme, Nashville B-cycle, that offers daily, weekly, or monthly rental throughout the city in 33 locations

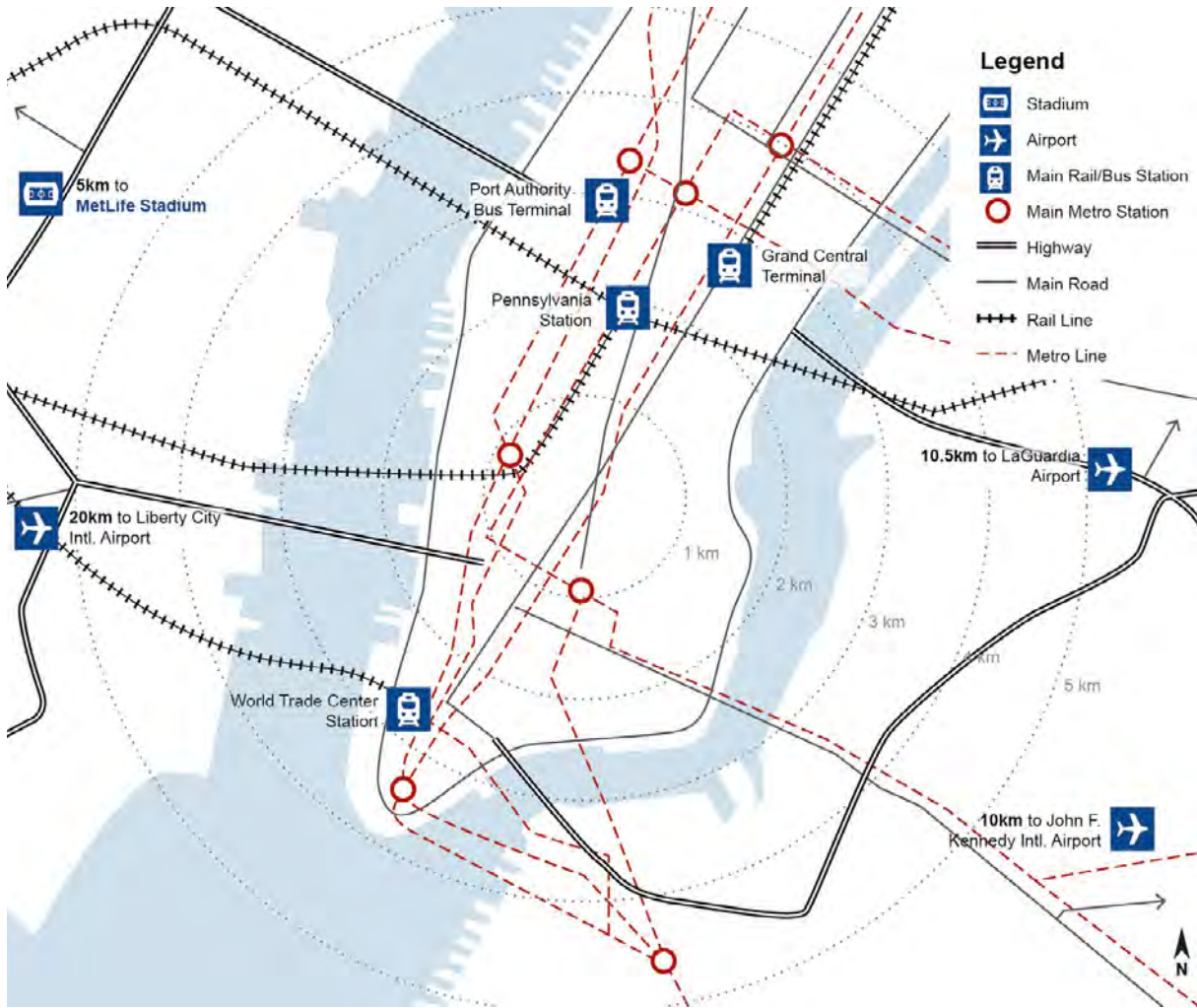
Smart and Sustainable Transport

The MTA transit system is conducting a strategic planning process called Motion, a 25-year comprehensive plan designed to meet the Nashville area's vision for transit. As part of that effort, the city is currently reviewing a USD \$6 billion transit plan which would include light rail and additional bus service. Other initiatives include:

- The city has charted a near-term plan to transform Nashville's streets into people-friendly public spaces which targets improvements for transit mobility, safety, walking and bicycling, smart-city technology, maintenance, and organizational capacity. The city is also encouraging better data collection and information delivery, new technology demos, car-sharing, and "smart" parking and signals.
- The MTA is working on plans to add two neighborhood transit "mini-hubs" that will provide better transit and pedestrian connectivity through cross-town bus connections, more local transfer points for riders, and a safe and secure waiting area.

Event Mode Transport

Event transportation is provided through a combination of commuter rail system (which can be dedicated for special events) and MTA bus services (including overlay services) from the downtown hub – Music City Central. Park and ride services are also operated to avoid congestion in the city center for fans arriving by car. As the stadium is located close to the downtown, a large proportion of fans will be able to easily walk to the venue.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Subway, Bus, Ferry
Green Transport Initiatives	MTA's 2015–2019 Capital Plan, NYC Clean Fleet Plan, expansion and modernization of public transit network, enhanced facilities for walking and cycling
Other	The transportation system across the New York/New Jersey region is vast and incorporates a well established and heavily used network of road, rail, 24-hour subway, and ferry infrastructure which links to major transit terminals

General Mobility

The transportation system across the New York/New Jersey region is vast. It incorporates a well-established and heavily used network of road, rail, 24-hour subway, and ferry infrastructure which links to major transit terminals.

The Metropolitan Transportation Authority (MTA) operates most of New York City's rail and bus transit systems. The city's public transportation network is the most extensive and experiences the highest rate of public use of any American city, with 5.7 million boardings per weekday, and 1.75 billion per

year. The MTA also operates the Long Island and Metro-North railroads, which serve the commuter railsheds to the north and east of New York City with a total of 244 stations on 19 lines or branches. Other key features of the transportation system include:

- The NJ Transit Corporation operates extensive rail, bus and ferry services connecting to the New York Area. Most of the rail services start at various points in the state and most end at either Pennsylvania Station, in New York City, or Hoboken Terminal in Hoboken. NJ Transit also operates three light rail systems in the state.
- The PATH is a subway and above-ground railway which links Hoboken, Jersey City, Harrison and Newark with New York City. The PATH operates four lines that connect various points in North Jersey and New York.
- Cycling is a rapidly growing mode of transport with an ever-growing network of dedicated bike lanes, Greenways and cycle-related infrastructure.

Smart and Sustainable Transport

The MTA's 2015–2019 Capital Plan will continue to enhance and expand the citywide transit network with USD \$32.5 million in investment. A new NYC Ferry service launched in 2017 and is expected to carry 4.6 million passengers annually on six routes.

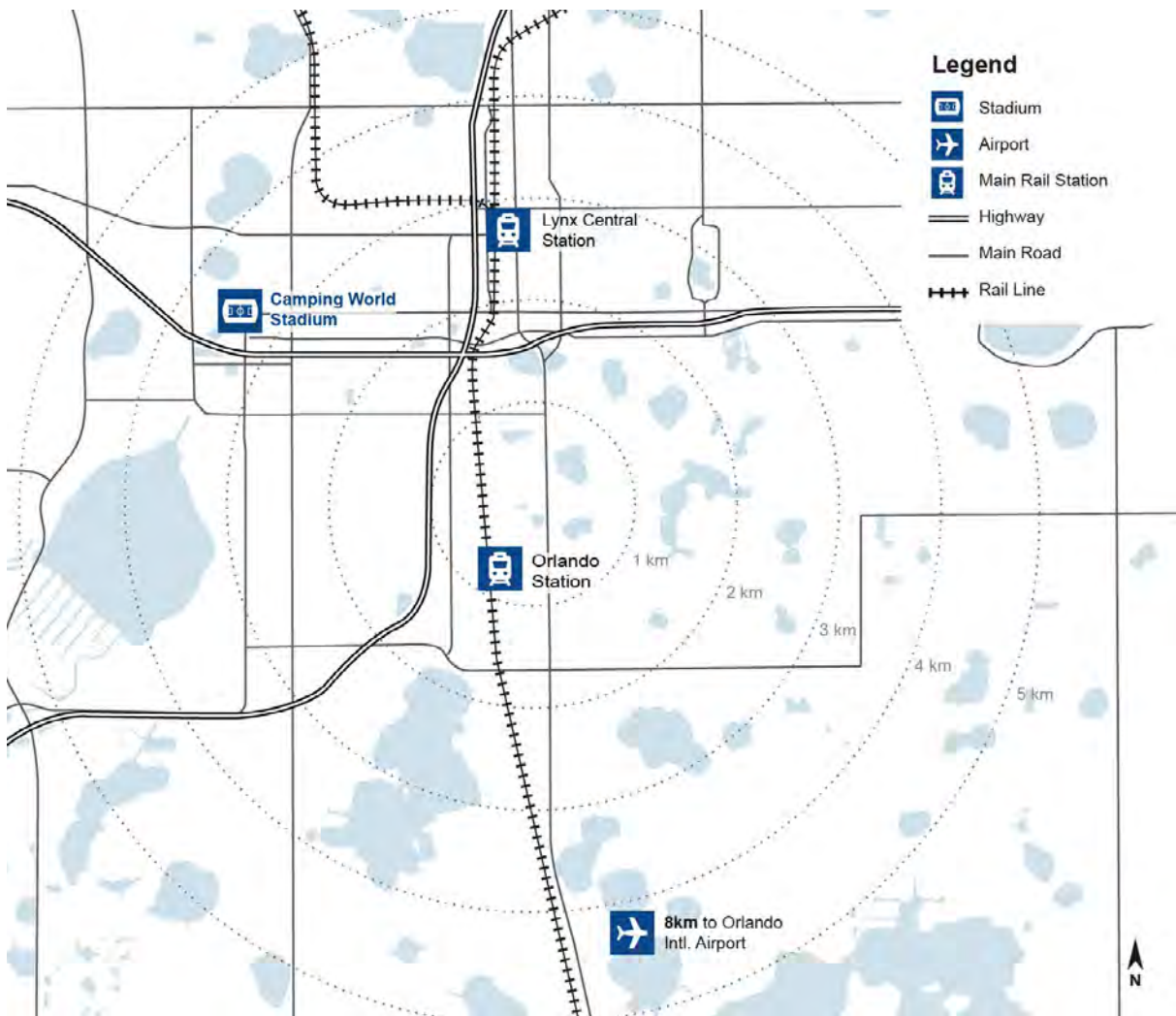
The service will operate 20 vessels via 22 ferry landings. This is in addition to the city's Staten Island Ferry service, which carries 23 million passengers annually

The Vision Zero policy specifically targets improving walking and cycling facilities in the city together with making these as safe as possible.

- Over the last five years, NYC has increased its bike network by nearly 483 km, including an additional 97 km in 2016 alone. The city also has the largest bikeshare system in the country with more than 12,000 bikes, and over 50 million trips since inception.
- NYC Clean Fleet is the city's comprehensive plan to create the largest electric vehicle fleet of any US city. The city now has more than 660 electric vehicle sedans in its municipal fleet and has ordered more than 200 stealth ambulances that power onboard services with auxiliary power units rather than idling their engines.

Event Mode Transport

During match days, connection to the stadium will be primarily through rail and bus systems, augmented with dedicated services if required. There is a dedicated NJ Transit spur to the Meadowlands, where the stadium is located.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Bus
Green Transport Initiatives	Promotion of electric vehicles, BikeShare, low-emission bus fleets, expansion of commuter rail lines and stations
Other	As a major tourist destination, Orlando's transportation system is capable of accommodating the nearly 70 million visitors it receives each year in addition to the city's 275,000 residents

General Mobility

Orlando is situated at a major crossroads of Florida's highway system, providing a high degree of connectivity. I-4 connects Orlando with Tampa in the southwest and Daytona Beach to the northeast. Florida's Turnpike links the city with the Miami, Fort Lauderdale, and the Palm Beaches to the southeast. State Road 408 (The East-West Expressway) carries nearly 165,000 vehicles through downtown Orlando each day.

Other key features of the transportation system include:

- SunRail is Orlando's commuter rail line, which provides service to about 3,000 riders each weekday. Service is provided approximately every 30 minutes during peak commuting hours. SunRail features 12 stations in three counties and plans to add five new stations prior to 2026.
- Bus service is provided by Lynx, which provides service to 30 million riders each year with 88 bus routes and a fleet of 300 buses. 34 of these routes converge in downtown at the Lynx Central Station, which also serves SunRail. Lynx also operates a downtown Lymmo bus rapid transit service routes that connect major destinations downtown at five to ten-minute frequencies, and is completely free to ride.
- Amtrak provides passenger rail service at Orlando Station. Service is twice daily in each direction on the Silver Star/Silver Meteor Route and connects Orlando with other major east coast cities including Miami, Washington, DC, and New York. In addition, the new Brightline passenger service will serve the Airport Intermodal Terminal, with 16 trips to and from Miami each day with travel times of just three hours.

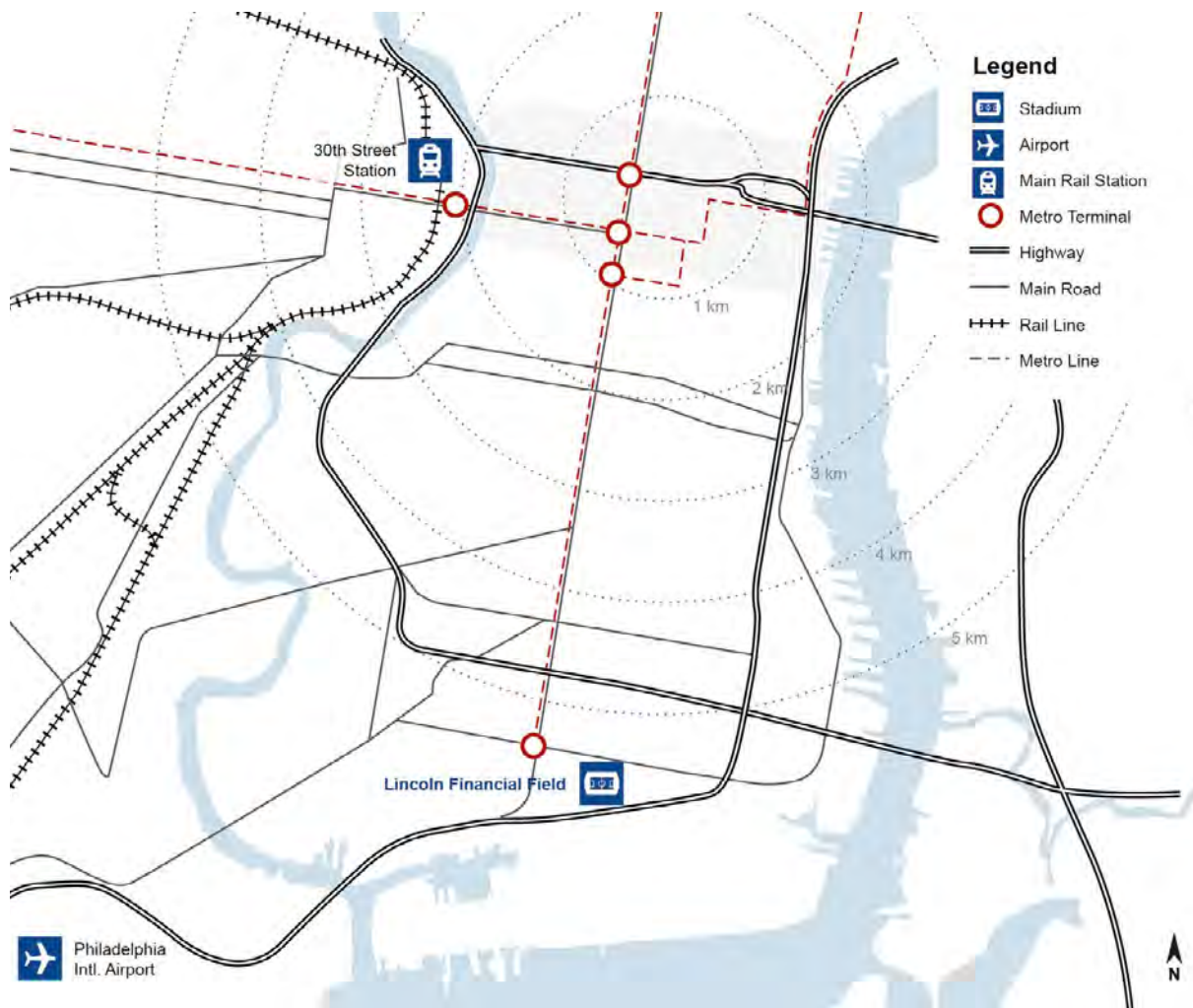
Smart and Sustainable Transport

Orlando was selected as one of ten major US cities to test new vehicle and smart transportation technologies, positioning the city to be on the cutting edge of future of transportation. Other initiatives include:

- The new Orlando International Airport Intermodal Terminal is currently under construction, which will connect the commuter rail system with the nation's main airport terminal using an automated people mover system.
- Orlando is one of the top ten cities in the US in promoting electric mobility, supported through policy efforts such the Drive Electric Orlando initiative, which provides EV rental options at the airport. The municipal fleet will also be converted to alternative fuels by 2030.
- The city is also home to Juice Bike Share, which provides 250 bicycles at 30 stations throughout the city.

Event Mode Transport

The stadium is accessible via a ten-minute free shuttle bus ride from the Church Street District, where fans can connect with the commuter rail system or Lymmo bus rapid transit service.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Greenworks Transportation Plan, development of low-emission bus fleet, development of walking and bicycling facilities, BikeShare
Other	In 2012, SEPTA became the 1st East Coast US transit agency to receive the American Public Transportation Association (APTA) "Gold" designation in recognition of its early successes and comprehensive approach

General Mobility

Philadelphia has a substantial and multimodal transit system. Transportation within the downtown core is facilitated by two subway lines that cross in the city center. The terminus of one of the lines is at the stadium site. Further transportation to downtown is provided by five trolley lines that operate in a dedicated tunnel downtown and on the street in surrounding neighborhoods. A bus network provides service on many arterial streets. Other key features of the transportation system include:

- Transportation to the suburbs is accomplished

through a 13-line commuter rail system with stops at three distinct locations in Center City, one of which connects to the subway to the stadium. One of the regional rail lines has its terminus at the airport.

- The subway, trolley, and commuter rail each service 30th Street Station, the intercity rail terminal with service to Boston, New York, Baltimore, and Washington, DC.
- The highway system provides access to and through the city. Philadelphia sits on I-95, the main route between New York and Baltimore/Washington, DC. It is the eastern terminus of I-76, which extends towards Harrisburg and Pittsburgh. Interstates 476, 276, and 295 serve as a circumferential highway for bypass purposes. A highway within Center City, I-676, known as the Vine Street Expressway, connects I-95 to I-76 and provides direct highway access downtown.

Smart and Sustainable Transport

The city's sustainability plan, Greenworks, includes a transportation component with the goal that transportation should be safe, affordable, and available to Philadelphians in every neighborhood. The city has a 37% "low-carbon" modeshare, with initiatives to increase low-carbon transportation by improving transit and the bicycle and

pedestrian infrastructures, including expansion of the city's bikeshare program.

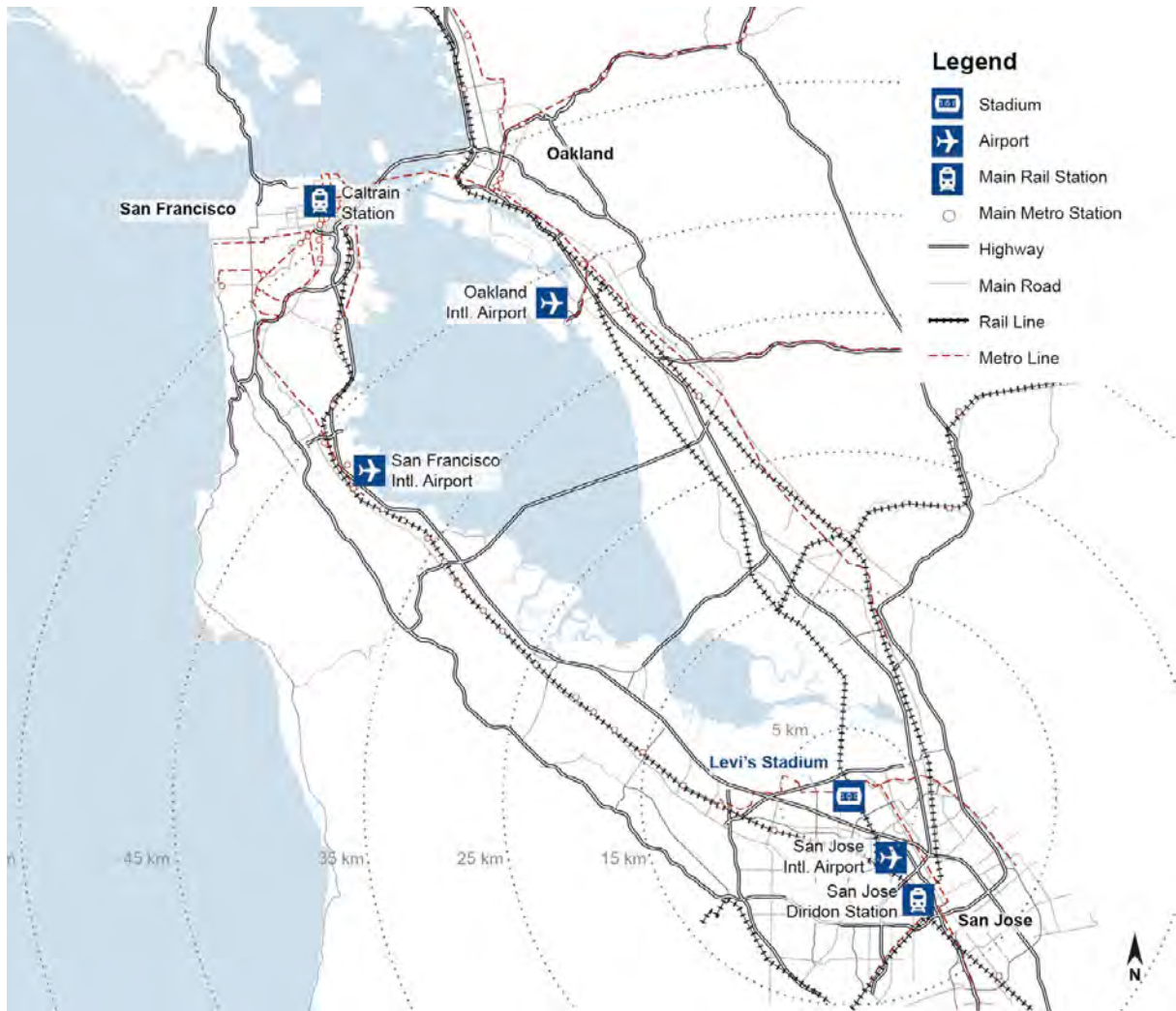
SEPTA, the regional public transit agency, introduced a Sustainability Program Plan in 2011. Within that plan, an Energy Action Plan provided facility retrofits, wayside energy storage, hybrid-electric buses, and now battery-electric buses; a Climate Adaptation Plan led to a federal grant award to implement an "Infrastructure Resiliency Program"; and a Cycle-Transit Plan, which has been used as a framework for installation of strategic bike infrastructure at rail stations to encourage ridership growth.

In 2012, SEPTA became the 1st East Coast US transit agency to receive the American Public Transportation Association (APTA) "Gold" designation in recognition of its early successes and comprehensive approach.

The next iteration of SEPTA's sustainability efforts will encourage Transit-Oriented Development (TOD) through participation in community and regional planning efforts.

Event Mode Transport

The stadium is located at an interchange of I-95. The southern terminus of the Broad Street subway line is located on the grounds of the Sports Complex, approximately 800 m from the nearest stadium entrance.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Bus
Green Transport Initiatives	Plan Bay Area Regional Transportation Plan, expansion of BART network, future link to high-speed rail, BikeShare expansion, complete streets program
Other	A USD \$5.4 million Caltrain expansion is underway that will lead to a new Transbay Transit Center as well as providing tracks for California's future high-speed rail system

General Mobility

Transportation in the San Francisco Bay Area is built upon an extensive multimodal infrastructure consisting of highways, rail, buses, and bike and pedestrian paths. The Metropolitan Transportation Commission (MTC) is the transportation planning, financing and coordinating agency for the nine-county San Francisco Bay Area. The development, maintenance, and operation of these elements are overseen by various agencies, including the California Department of Transportation (Caltrans), San Francisco

Municipal Transportation Agency, and the Metropolitan Transportation Commission. These and other organizations collectively manage several interstate highways and state routes, two subway networks, two commuter rail agencies, eight transbay bridges, transbay ferry service, local bus service, and three international airports (San Francisco, San José, and Oakland). Other key features of the transportation system include:

- Bay Area Rapid Transit (BART), a heavy rail/metro system, operates in four counties and connects San Francisco and Oakland via an underwater tunnel. Other commuter rail systems link San Francisco with the Peninsula and San José (Caltrain).
- Amtrak provides frequent commuter service between San José and the East Bay with Sacramento, and long-distance service to other parts of the United States.
- Muni Metro operates a hybrid streetcar/subway system within the City of San Francisco, and VTA operates a light rail system in Santa Clara county. These rail systems are supplemented by numerous bus agencies and transbay ferries such as Golden Gate Ferry and the San Francisco Bay Water Transit Authority.
- The greater Bay Area contains the three principal north-south highways in California: I-5, U.S. Route 101, and California State Route 1.

- The MTC is actively incorporating complete street principles to enhance urban areas by creating bike lanes, enhanced sidewalks, provide shelters, improved wayfinding signage.

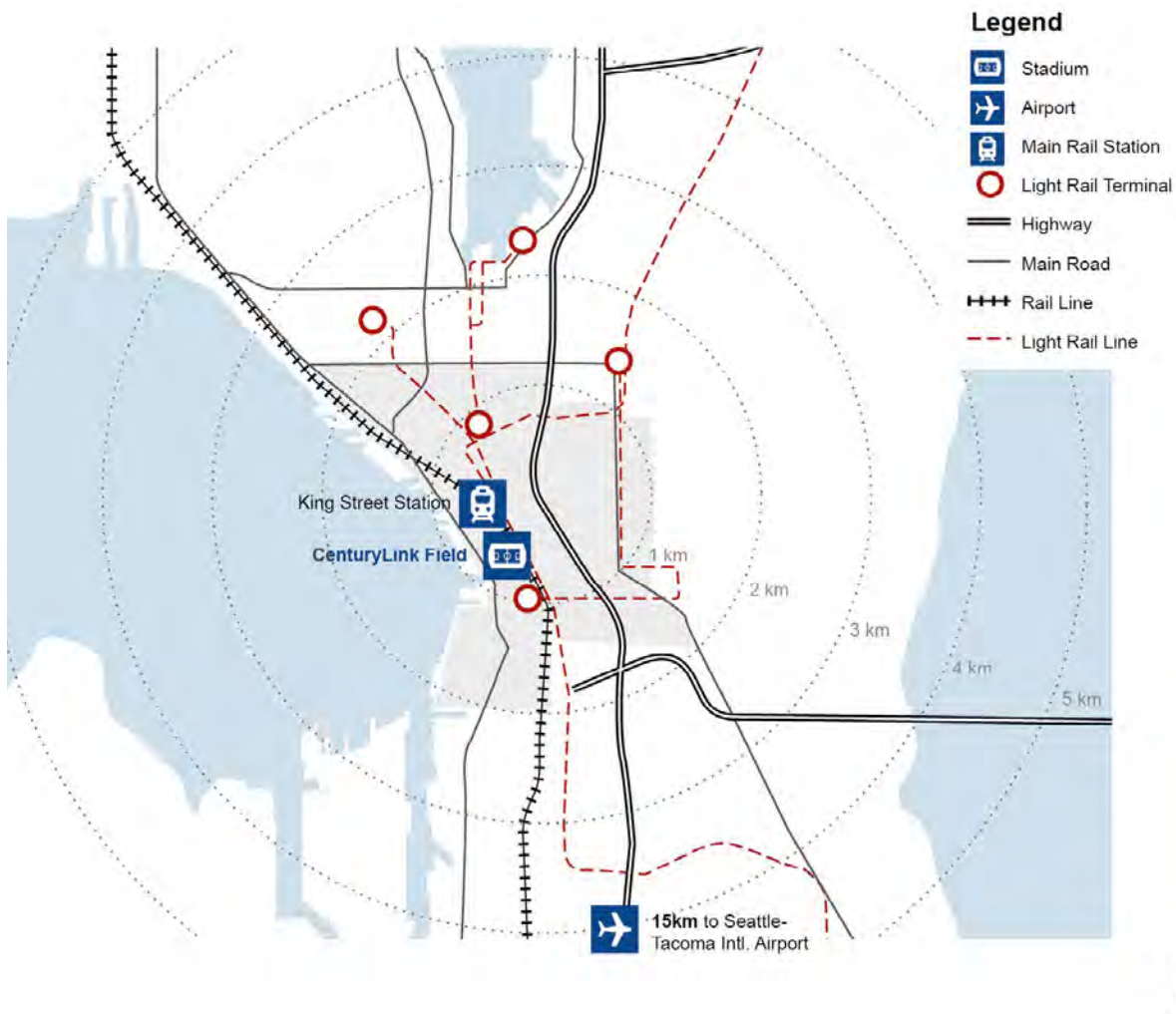
Smart and Sustainable Transport

The Plan Bay Area regional transportation plan offers cities and counties incentives to promote future growth near transit in existing urbanized areas. Significant ongoing projects include development work on the BART Light Rail which will connect nine counties. Additionally, a USD \$5.4 million Caltrain expansion is underway providing tracks for California's future high-speed rail system.

Bay Area Bike Share will offer 8,000 bikes and 70 stations across San Francisco and San José by the end of 2018.

Event Mode Transport

Event mode transportation is provided via numerous transit options including VTA and BART train systems. In addition to existing services and routes, dedicated rail and bus services can also be provided to connect to the various downtown areas and transit hubs.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Ferry, Monorail
Green Transport Initiatives	The Seattle Climate Action Plan, expansion of streetcar network, development of bicycle and walking network
Other	The Seattle Climate Action Plan has a focus on reducing Seattle's greenhouse emissions through road transportation, building energy and waste, the plan outlines a series of policies and actions to become carbon neutral by 2050

General Mobility

The City of Seattle has a mature and diverse transportation system. Two public transportation agencies serve Seattle: King County Metro, which operates local and commuter buses within King County, and Sound Transit, which operates commuter rail, light rail, and regional express buses within the greater Puget Sound region. Nearly 50% of commuters to the downtown arrive via mass transit. Other key features of the transportation system include:

- Sound Transit operates the Sounder commuter rail system which consists of two

lines, linking Seattle with Tacoma along its Southern run and Seattle with Everett along its Northern run. The Link Light Rail, includes the initial 25.3 km Central Link from the downtown to Seattle–Tacoma Airport. Further extensions are planned.

- North-south transportation is highly dependent on I-5 corridor, which connects the Puget Sound area with southwest Washington cities, the Portland metropolitan area, and cities to the north such as Bellingham and Vancouver. State Route 99 is also a major arterial in the western half of the city along the Seattle waterfront.
- Washington State Ferries, the largest ferry system in the United States and the 3rd largest in the world, operates a passenger-only ferry from Colman Dock in downtown to Vashon Island, car ferries from Colman Dock to Bainbridge Island and to Bremerton, and a car ferry from West Seattle to Vashon Island to Southworth.
- Seattle is also served by three Amtrak routes at King Street Station: the Cascades, the Coast Starlight, and the Empire Builder.

Smart and Sustainable Transport

The Seattle Climate Action Plan focuses on reducing Seattle's greenhouse emissions through road transportation, building energy, and waste. Other initiatives include:

- There are extensive multi-use car-free regional pathways linking the city and county to the surrounding areas, including the King County Regional Trails System, which has 282 km of trails throughout the county. The Seattle Department of Transportation aims to develop a 979 km network of bike lanes, including lanes on streets, protected bike lanes, and trails, within the city by 2034.
- The city is currently in the process of expanding a modern streetcar network.

Event Mode Transport

King County Metro operates buses, vanpools, metro buses, foot passenger water taxis, and coordinate directly with Sound Transit and the Seattle street car and the Seattle monorail, all of which connect people from across King County and between the neighborhoods and communities within the metro Seattle core. Additionally, on major event and match days, King County Metro coordinates additional services, rerouted services and supplemental services to ensure fans can get to and from CenturyLink Field.



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Light Rail, Subway, Bus
Green Transport Initiatives	Expansion of public transit network ten-year Cycling Network Plan, Complete Streets Guidelines, expansion of BikeShare network
Other	Toronto is home to a mature and well developed transportation network, it also has North America's 3rd largest public transit system after New York City and Mexico City

General Mobility

Toronto has North America's 3rd largest public transit system after New York City and Mexico City. The Toronto Transit Commission (TTC) operates an extensive network of buses and streetcars, with the latter serving the downtown core, and buses providing service to many parts of the city not served by the subway network. These systems link to Union Station, a central transit hub of the city, with over 250,000 commuters passing through every day.

Other key features of the transportation system include:

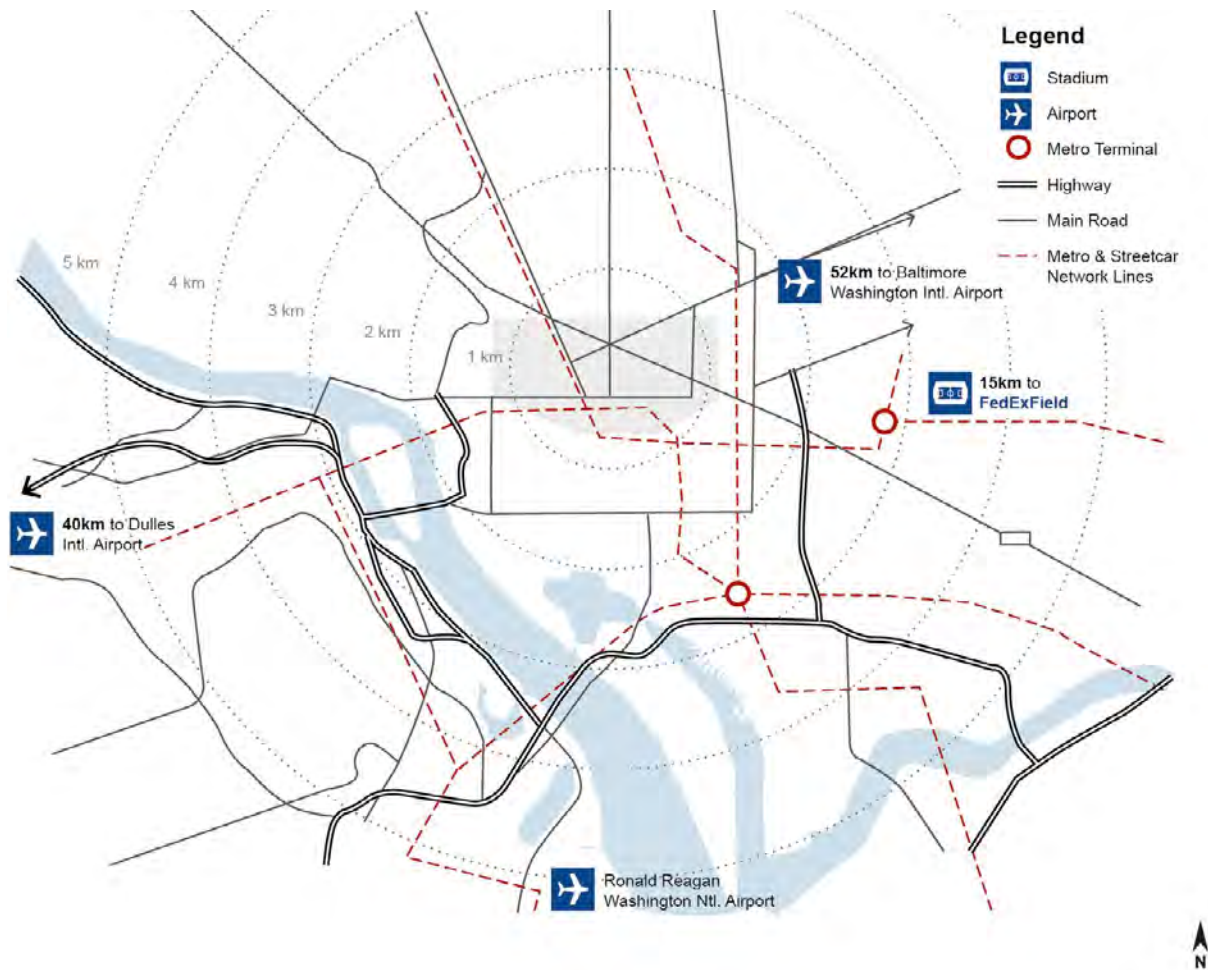
- The Toronto subway system, which includes three heavy rail rapid transit lines, spans the city.
 - Regional Express Rail is an expansion of Toronto's commuter rail capacity, aimed at achieving all-day service that takes 15 to 20 minutes to travel two ways on five corridors.
 - SmartTrack, an enhancement of Toronto's Regional Express Rail service is being expanded to include new stations on existing commuter rail lines, including BMO Field and Exhibition Place.
 - The Eglinton Crosstown LRT represents one of the largest transit expansions in Toronto's history and will add up to 25 stations across 19 km through the heart of the city.
 - Highway 401 bisects the city from west to east, bypassing the downtown core.
- pedestrians of all ages and abilities, cyclists, transit users, and drivers, as well as placemaking and green infrastructure. Bike Share Toronto is a public bike sharing system, providing over 2,000 bicycles and 200 stations throughout downtown Toronto. Bike sharing is an important part of the city's strategy for increasing the number of bicycle trips in the downtown core, and future system expansions are planned right through 2019.

Event Mode Transport

The stadium is connected by both streetcars and buses operated by the Toronto Transit Commission. The commute to the stadium is less than 25 minutes from the downtown core. If required, additional services can be added to meet peak demands.

Smart and Sustainable Transport

The City of Toronto's ten-year Cycling Network Plan will connect, grow and renew infrastructure for Toronto's cycling routes. The Toronto Complete Streets Guidelines provide a unified vision and resource for the design of Toronto's streets. It ensures the needs of all uses and users of the street are kept in mind



Quick facts

Primary Public Mass Transit Systems	Heavy Rail, Subway, Bus
Green Transport Initiatives	Sustainable DC Plan, expansion of Metro system, development of BikeShare program and bicycling facilities
Other	The Metro consists of 91 stations and 188 km of track. With an average of about one million trips each weekday, the Metro is the 2nd busiest rapid transit system in the country

General Mobility

The Washington Metropolitan Area Transit Authority (WMATA) operates the Washington Metro, the city’s rapid transit system, as well as Metrobus. Both systems serve the District and its suburbs. The Metro consists of 91 stations and 188 km of track. With an average of about one million trips each weekday, the Metro is the 2nd busiest rapid transit system in the country. Other key features of the transportation system include:

- Metrobus serves the nation’s capital 24 hours a day, seven days a week with 1,500 buses. Metrorail and Metrobus serve a population of approximately 4 million within a

3,900 km² jurisdiction. Metro began its paratransit service, MetroAccess, in 1994; it provides about 2.3 million trips per year.

- Union Station is the city's main train station and services approximately 70,000 people each day. It is Amtrak's 2nd busiest station with 4.6 million passengers annually and is the southern terminus for the Northeast Corridor and Acela Express routes. Maryland's MARC and Virginia's VRE commuter trains and the Metrorail Red Line also provide service into Union Station. Following renovations in 2011, Union Station became Washington's primary intercity bus transit center.
- Washington is served by three airports: Reagan National Airport just across the Potomac River; Dulles International Airport in Virginia; and Baltimore-Washington International Airport (BWI) – which is the airport included by the United Bid. All three are easily accessible via Metro and bus from downtown Washington, DC.
- Interstate 95 (I-95), the nation's major east coast highway forms the eastern portion of the Capital Beltway. The interstate highways I-66 and I-395 both link to the city.

Smart and Sustainable Transport

Sustainable DC is the District of Columbia's major planning effort to make DC the most sustainable city in the nation. Led by the

Department of Energy & Environment and the Office of Planning, it is a collaborative effort involving the input and participation of thousands of members of the District community. The plan addresses a series of issues including increasing public transport mode share, encouraging cycling and walking, reducing commuter trips, and tackling air quality issues.

An expected 32% increase in transit usage within the District by 2030 has spurred construction of a new DC Streetcar system to interconnect the city's neighborhoods. Construction has also started on an additional Metro line that will connect Washington to Dulles airport. The District is part of the regional Capital Bikeshare program. Started in 2010, it is currently one of the largest bicycle sharing systems in the country with over 4,351 bicycles and more than 395 stations all provided by PBSC Urban Solutions. By 2012, the city's network of marked bicycle lanes covered 90 km of streets.

Event Mode Transport

FedExField is accessible via the city Metro Rail and Bus system and via car.

13

IT&T AND IBC



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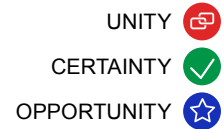
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13 IT&T and IBC



13 IT&T and IBC



The United Bid will ensure that the 2026 FIFA World Cup™ competition can be shared globally across a vast range of media, and bring new levels of fan interaction, immersive experience, and live information delivery. To do that, our three Host Countries will, on our own and together, deliver a first-class IT&T network, broadcast facilities, bandwidth, and connected infrastructure across all facets of the event.

The operations across the three Host Countries and Candidate Host Cities – from Competition venues, FIFA Fan Fest™ locations, and public transport systems, to broadcast centers, across telecommunication hubs, and through every device – will not only meet the requirements outlined by FIFA and other relevant stakeholders, but go far beyond.

The United Bid will ensure that visiting fans – people tuning in from home, broadcasters, news agencies, security and operational entities, wherever they are connecting from – have at their disposal the most reliable, sustainable, and comprehensive connectivity of the 2026 FIFA World Cup™.

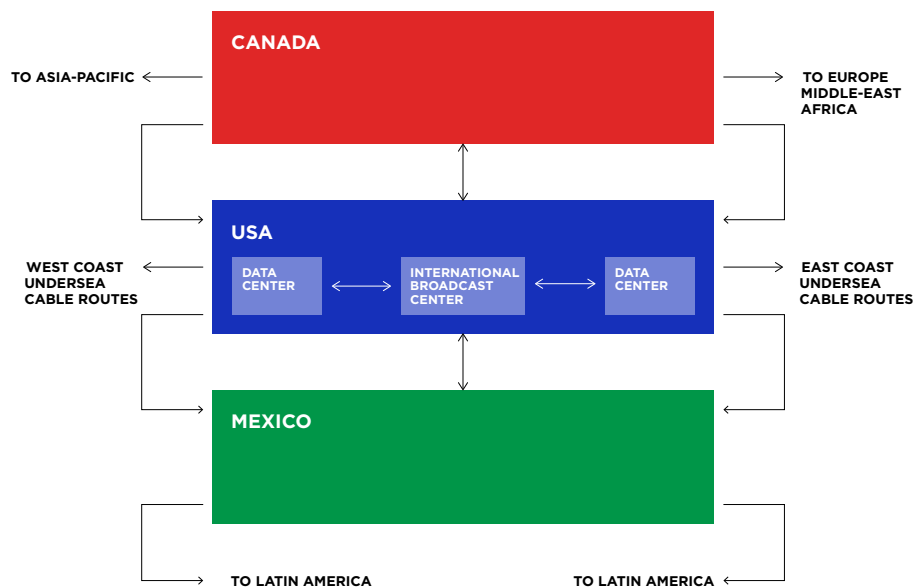
It will support the establishment and operation of the International Broadcast Center (IBC) as the hub for telecommunications that enables the broadcast and media content distribution, within the Host Countries, and from there to the rest of the world.

The United Bid plan for IT&T will include the provision of a seamless digital telecommunications experience connecting carrier networks in the three Host Countries, enabling high-capacity multi-media flows of content and information between the stadium venues and the International Broadcast Center, and to onward distribution for worldwide consumption. This will be built upon the extensive satellite and transregional fiber networks that already exist between Canada, Mexico, and the United States, as well as the vast intercontinental undersea fiber cable networks that link to the rest of the world.

These high-capacity fiber networks will also play a key role in creating a resilient 2026 FIFA World Cup™ wide area network (WAN). The WAN will establish the links between each stadium, airports, appropriate non-competition sites, FIFA Headquarters, and the International Broadcast Center and content data centers which will utilize resilient diversely routed 100Gbps circuits forming the backbone links of the common event network. Given the time frame, it is anticipated that 4K/8K transmission will be commonplace in each of the Host Countries, therefore requiring

high-bandwidth circuits. There is also choice of service providers at national, regional, and transregional level to ensure that bandwidth prices are competitively and reasonably priced while still offering high capacity and high quality of service (QoS) WAN.

The use of landline telephone services in each Candidate Host City varies, but the trends across all three nations suggest that telephony, multi-media, and basic data circuits will be carried by IP-based broadband over fiber for fixed line and greater use of 5G wireless and nomadic broadband by 2026.



Relevant telecommunication markets

The telecommunications sector across all three Host Countries continues to grow, innovate, and evolve to customer demands. This is especially the case within the region's mobile industry, which cumulatively represents one of the world's largest markets. In addition to the primary carriers that operate the mobile networks, each market also has dozens of smaller carriers. These companies, known as Mobile Virtual Network Operators (MVNOs), purchase network service from the major providers at wholesale prices, then pass the savings on to consumers. A profile of each Host Country's market is provided below:

Canada

The Canadian Radio-television and Telecommunications Commission (CRTC) is the administrative tribunal that regulates and supervises broadcasting and telecommunications in Canada. The country's system is composed of two broad sectors: broadcasting and telecommunications. Bell, Quebecor, Rogers, Shaw, and TELUS are Canada's five largest providers of telecommunications services. Combined, including their affiliates, they account for 85% of total market revenues and offer coverage to more than 99% of Canadians.

Growth in digital media consumption has been driven by mobile, with almost two-thirds of digital time now being spent on mobile apps and internet browsing. Long Term Evolution (LTE) networks, which deliver even higher speeds than previous generation networks, are available to approximately 97% of Canadians. The country has the 2nd greatest number of 4G LTE networks in the world and wireless subscribers enjoy the 2nd fastest average mobile connection speeds globally.

Mexico

The Mexican telecommunications regulator is the Instituto Federal de Telecomunicaciones (IFT). By 2026, we expect Mexico to have more service providers offering fixed line broadband services as IFT takes steps to create open access networks. There is also a move to create an open access 4G wholesale service, allowing different institutions such as emergency first responders or United 2026 to obtain 4G LTE services over a defined period of time without needing to invest in, own, and operate costly infrastructure. This new service will be ready in Q2 2018 and is expected to cover approximately 92% of the country.

United States

The Federal Communications Commission (FCC) regulates interstate and international communications by radio, television, wire, satellite, and cable in all 50 states, the District of Columbia, and U.S. territories. As an independent government agency overseen by Congress, the FCC is the federal agency responsible for implementing and enforcing United States' communications law and regulations.

The United States has a deregulated and freely competitive telecommunications and internet service provider market. The five largest providers of telecommunications services are Verizon Wireless, AT&T, T-Mobile, Sprint, and U.S. Cellular. Currently 93% of the population is covered by at least four service providers. Approximately 34% of the total land area of the United States, and approximately 59% of total road miles are covered by at least four service providers.

Coverage and Capacity

Fixed Broadband and Fiber



Mobile Coverage (4G)



Technical and Pricing

Wide area networks – typical cost for circuit types and bandwidths

2014 published pricing	Cost per appearance/ Monthly recurring charge (USD)
1Gbps Fiber Channel/FICON	5,300
2Gbps Fiber Channel/FICON	5,500
4Gbps Fiber Channel	7,400
10Gbps Fiber Channel/FICON	7,200
10Mbps Ethernet	1,200
Fast Ethernet 50Mbps	1,200
Fast Ethernet 100Mbps	1,200
Gigabit Ethernet 50Mbps	5,400
Gigabit Ethernet 100Mbps	5,400
Gigabit Ethernet @ 150Mbps	5,400
Gigabit Ethernet @ 300Mbps	5,400
Gigabit Ethernet @ 450Mbps	5,400
Gigabit Ethernet @ 600Mbps	5,400
Gigabit Ethernet @ 1000Mbps	5,400
10Gbps Ethernet (LAN-PHY/WAN-PHY)	7,300
SDI Video 270Mbps	4,400
High-Definition Video 1.485Gbps	5,300
Add mileage charge per route – distance between appearances	1,300

Communication network and Internet Infrastructure availability at Stadiums

All of our proposed stadiums routinely host major sporting events that are broadcast across all forms of media locally, nationally, and internationally. All have comprehensive internal hard-wired high-performance communication systems designed to handle core operations as well as the communications requirements of game day staff, public safety officials, media, and fans alike. Many of these venues are also upgrading their systems to cater to high-density WiFi service.

To wirelessly enable existing venues for the tournament, the following actions will be taken:

- Survey and make necessary temporary modifications to establish critical spaces such as Primary Technical Areas (PTAs), Secondary Technical Areas (STAs), Telecommunications Intake Rooms, and the Technical Operations Center (TOC) in the broadcast compound.
- Mitigate against single points of failure by connecting service providers Points of Presence in venues via diversely routed fiber optic circuits to the FIFA IBC and remote data centers.

Telecommunications Snapshot

City	Nation	State/ Province	State/ province coverage	City level coverage	Primary Network Carriers	Other carriers (MVNO)	Public WiFi hotspots in downtown	Public WiFi in Airport	Public WiFi in Stadium
Atlanta	USA	GA	99.7%	100%	5	29	Y	Y	Y
Baltimore	USA	MD	99.4%	100%	5	29	Y	Y	Y
Boston	USA	MA	99.9%	100%	5	29	Y	Y	Y
Cincinnati	USA	OH	99.9%	100%	5	29	Y	Y	Y
Dallas	USA	TX	96.0%	100%	5	29	Y	Y	Y
Denver	USA	CO	73.2%	100%	5	29	Y	Y	Y
Edmonton	CAN	AB	70.1%	100%	5	9	Y	Y	Y
Guadalajara	MEX	JAL	N/A	>90%	3	5	Y	Y	Y
Houston	USA	TX	96.0%	100%	5	28	Y	Y	Y
Kansas City	USA	MO	98.1%	100%	5	29	Y	Y	Y
Los Angeles	USA	CA	74.4%	100%	5	28	Y	Y	Y
Mexico City	MEX	CDMX	N/A	>90%	3	5	Y	Y	Y
Miami	USA	FL	99.1%	100%	5	29	Y	Y	Y
Minneapolis	USA	MN	97.1%	100%	5	29	Y	Y	Y
Monterrey	MEX	NL	N/A	>90%	3	5	Y	Y	Y
Montréal	CAN	QC	11.9%	100%	5	9	Y	Y	Y
Nashville	USA	TN	92.8%	100%	5	29	Y	Y	Y
New York/ New Jersey	USA	NY/NJ	83% / 99.9%	100%	5	29	Y	Y	Y
Orlando	USA	FL	99.1%	99%	5	29	Y	Y	Y
Philadelphia	USA	PA	94.9%	100%	5	29	Y	Y	Y
San Francisco Bay Area	USA	CA	74.4%	100%	5	29	Y	Y	Y
Seattle	USA	WA	75.1%	100%	5	29	Y	Y	Y
Toronto	CAN	ON	22.5%	100%	5	9	Y	Y	Y
Washington, DC	USA	DC	100%	100%	5	29	Y	Y	Y

- Safeguarding sufficient space and infrastructure in the broadcast compound for Outside Broadcast Vans (OBVs), Technical Operations Center (TOC) and broadcast interconnectivity for Media Rights Licensees (MRLs) and Host Broadcast Services (HBS).
- Enhancing mobile coverage and capacity for in-stadium high-density WiFi, advanced 4G LTE, and 5G technology.

Radio frequencies, including necessary authorizations and allocation: Major hosting events such as the FIFA World Cup™ require priority communications services that demand the use of the licensed spectrum. A Special Temporary Application (STA) will be filed for use of an allocated spectrum for a period of six months to cover the event.

During previous FIFA World Cup™ tournaments, special licenses have been provided for private mobile radio (Tetra) services. However, it is likely that by 2026, communications platforms such as 4G LTE will be publicly available, which will negate the need to request dedicated frequency allocations from the relevant authorities within the Host Countries, which is expected to reduce costs.

Expected modification, adaptation, expansion, and development plans for the IT&T fixed and mobile network and infrastructure: Telecommunication providers in our Candidate Host Cities continue to make substantial investment in their networks to cater to the increasing data traffic across North America and internationally, resulting in higher broadband deployment, increased

circuit capacity, acquisition of more mobile spectrum, improved spectral efficiency, expanded network coverage, and increased network density.

Competition between services providers to provide the most reliable and comprehensive mobile network access has driven innovation in the sector across North America, most notably through the implementation and deployment of the 4G LTE network together with subsequent infrastructure upgrades. Whilst 5th generation (5G) cellular networking standards are in development, several wireless service providers have already begun trials. The adoption of this technology is likely to create significant changes in the mobile network landscape given the faster data delivery, reception range, and higher bandwidth.

In-stadium connectivity is of the utmost importance to ensure fans have a safe, informed, and seamless experience, while also opening up a platform for commercial revenue streams. As part of the Stadium Agreement, high density WiFi connectivity will be provided in the proposed stadiums with additional temporary overlay services provision for media and broadcast services. We will work with FIFA to make WiFi available to all fans and visitors at our stadiums and other 2026 FIFA World Cup™ venues as well. Wherever such networks are deployed, we will strive to ensure that the personal and financial information of players and officials, fans, media, and others attending will be safeguarded, particularly at international arrival areas.

There has been a concentration of investment in fixed-line infrastructure, focused on Fiber to the Premises (FttP) among cable broadband providers. Currently there is virtually unlimited fiber network capacity between the Candidate Host Cities and proposed stadiums with more fiber being

installed on a regular basis. Submarine communication cables connect North America to the rest of the world and often carry up to 99% of all international data transmissions. These cable routes include a percentage of redundant cables that can be activated in the future if more bandwidth is required.

13.1 INTERNATIONAL BROADCAST CENTER

The United Bid recommends either Dallas or Atlanta host the International Broadcast Center. Both cities offer easy flight connections to all the other Candidate Host Cities. Dallas was the location of the IBC during the FIFA World Cup USA 1994™ and due to its central location reduces travel distances to each of the Candidate Host Cities.

Both cities offer up-to-date and spacious exhibition centers, and their downtowns and surrounding areas offer diverse entertainment options for the many IBC employees, workers, and visitors.

Atlanta, the birthplace of Turner Broadcasting Systems and CNN, has a significant broadcasting and film industry which can support the IBC operations with staff, technical expertise, and equipment.

Dallas is the corporate headquarters of AT&T and hosts major affiliated stations of the major broadcasting networks including Fox, NBC, ABC, CBS, and others, and will be equally able to support FIFA, its broadcast service provider, and its Media Rights Licensees.

Both cities are also strong contenders as part of the United Bid to host matches when the final decision about Host Cities for the 2026 FIFA World Cup™ is made.

Atlanta

IBC location: Georgia World Congress Center

Available space: 135,000 m²
(106 meeting rooms, 12 exhibit halls,
two grand ballrooms, and various outdoor
spaces and plazas)

3, 4, and 5-star hotel rooms: 33,233

Good mix of indoor and outdoor space

Directly adjacent to the FIFA World Cup™
Stadium Atlanta

Located right in downtown Atlanta

Dallas

IBC location: Fair Park

Available space: 1.12 million m² (outdoors)
30,000 m² (indoors)
9 Halls & Buildings

3, 4, and 5-star hotel rooms: 79,281

Plenty of outdoor space for construction of
semi-permanent buildings

3.5 km from Downtown Dallas, connected
via DART public transport

14

SAFETY AND SECURITY



A

B

C

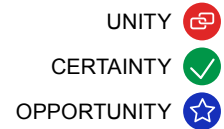
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E

14 Safety and Security



14 Introduction to Safety and Security



The United Bid fully appreciates the complexity of organizing and securing the largest FIFA World Cup™ in history, and is committed to delivering the necessary resources to support this critical effort.

Our three countries have long histories of staging safe, peaceful celebrations of international sport, including successful FIFA World Cup™, FIFA Women’s World Cup™, and Copa Centenario Competitions. Within the context of recent world events, the sports and entertainment industries in North America have redoubled efforts with security and safety leaders, and will ensure that the best, most modern practices will be applied for a safe and secure environment, while incorporating respect for human rights.

The football fan culture in all three countries is one of enthusiastic support for local clubs and national teams, as well as one of genuine appreciation and respect for international visiting teams. There is no history of fan violence, anti-social behavior demonstrations, or protests connected to International (national team) matches played in our three countries.

All law enforcement agencies and private security providers are committed to the protection of all persons and only the legal and judicious application of force as is required by the circumstances.

The following overview of our proposed security efforts was developed based on an

understanding of event safety and security in each nation and regular communications among security experts and leaders in the three Host Countries. Still eight years out from the tournament, there is a solid foundation of knowledge and experience on which a comprehensive – and united – approach to security plans for a 2026 FIFA World Cup™ in North America will emerge.

14.1 A Unified Command

The United Bid will execute a Memorandum of Understanding between the three Host Country partners, establishing the “United World Cup Command” (Command) as the central planning and management forum for security matters related to the 2026 FIFA World Cup™. Under the Memo of Understanding, each nation will commit to a unified command structure in which the agencies with different legal, geographic, and functional authorities and responsibilities will work together effectively, without impacting individual agency authority, responsibility, or accountability.

The respective agencies in each nation will be responsible for delivering a safe event within its borders. As partners in “the unified command”, each Host City and each stadium will employ personnel who are trained and tested for safety, security, and emergency response. All Host Cities will be connected to the Command for real time coordination of information and intelligence.

A Security Team Integrated and

Connected with all Operations: The operations of each stadium will be connected to a Stadium Command Center. Each Stadium Command Center will in turn be connected to a Host City Command and then to broader all-tournament Command, Control, and Communications function that will share intelligence and real time information to further enable the security and operations functions to be delivered in an integrated and seamless fashion.

National Event Designation: The United Bid, and the governments of each of our Host Countries, assures FIFA that the 2026 FIFA World Cup™ will receive the highest level of federal attention for security and related matters. Intelligence and anti-terrorism efforts will be led by the lead anti-terror and intelligence agency in each nation, with necessary information being shared and coordinated on a continent-wide basis. All relevant national, state, regional, and municipal public safety agencies will cooperate in the planning and implementation of the security plan through the single, unified command structure as well.

National Defense: The staging of the 2026 FIFA World Cup™ will be conducted within the overall framework of the national anti-terrorism strategies of each partner nation and the combined elements of national defense – from border protection to international intelligence monitoring.

14.2 Safety and Security Plan

The scope of the Safety and Security program for the United Bid will incorporate all measures necessary to guarantee the general safety and protection of all 2026 FIFA World Cup™ persons and facilities leading up to and during the tournament. The following outlines the key elements of the plans.

Stadiums

Secure by Design: The Command will work with the 2026 FIFA World Cup™ stadium design team to ensure that security is integrated into facility event design and all operations planning. Facilities will all meet international standards for security and safety, and where required, comply with FIFA Football Stadiums: Technical Recommendations and Requirements Guidelines.

Stadium Command Centers: Stadium Command Centers will include representatives from fire, medical, and police, and will have a view of the stands and field of play and be supported with CCTV for other areas in and around the stadium. Each stadium will also be connected to the Host City and the United World Cup Command Centers for intelligence and support.

Secured Perimeters: Each stadium will operate with three security perimeters; or “rings” of security. Traffic control officers, police, and private security will apply increasingly rigorous scrutiny and inspections as fans move from the outermost to the innermost, or third ring.

The third ring is a hard perimeter, consisting of fences, walls, and barricades through which only authorized, and security-screened personnel or vehicles may pass.

Prior to the tournament, and as needed throughout the tournament, the entire area inside the third ring will be inspected by specially-trained and equipped police personnel, ensuring that the entire stadium is “sanitized” prior to lockdown and activation of all access control and security screening measures. Thereafter no person or vehicle will pass into the inner perimeter without a hard inspection of their admission device and a thorough security screening.

Concourses and Stands: Inside and outside the stadium all appropriate areas will be covered by cameras and other detection equipment which will be monitored at the Venue Command Center. In the concourses, security personnel will be assigned to observe, report, and respond to any security issues as well as to incidents observed and reported by the Command Center.

Interactive media applications, large video screens, monitors, and audio systems will have the capability to deliver information to all persons in the stadium in the event of any safety or emergency issues and emergency response procedures, such as evacuation.

High-Risk Matches: Plans will include measures to provide heightened security for high-risk matches, if so determined by FIFA and the Command. Such measures would

include, but not be limited to, dedicated entry and exit gates, separation of opposing team fans in the stands, increased deployment of security personnel, and procedures to hold sections during egress.

Media Areas: Only credentialed media will be permitted to enter media compounds, tribunets, workrooms, interview areas, and broadcast camera and photographer positions.

Pitch Area: The security and integrity of the field of play will be maintained at all times. Pitch protection plans will assign specially selected and trained stewards who will be positioned around the perimeter of the field to deter and respond to any attempts to enter. Police resources will also be stationed in selected areas for additional deterrent and response capabilities.

VVIP/VIP and Team Areas: The Tribune of Honor, FIFA lounges, and VVIPs rooms will be highly secured and protected against unauthorized entry. Secure parking and staging areas for VVIP and VIP vehicles will be appropriately positioned in nearby drop off areas.

Team dressing rooms, player treatment areas, and doping control stations will be subject to especially stringent physical and operational security measures. Access into all these areas will be strictly controlled on both match and non-match days.

Routine and contingency travel routes will be identified and operational as required.

Areas Outside the Venues: Safety and security measures will be employed in key areas outside the stadiums, where stewards and police will be deployed to manage any security issues that could arise.

Preventing Hooliganism: While there is no history of football hooliganism in Canada, Mexico, or the United States related to international (national team) matches, the Command will work with global intelligence partners, to identify, track, and blacklist known troublemakers.

Teams and Match Officials: Team security liaisons will be assigned to each participating team upon entry into the nation of their Base Camp, in full compliance with FIFA policies and requirements for competing teams. Additional police and private security personnel will perform protection and escort duties for the teams as required, and the level of coverage and support will be adjusted based on threat analysis.

Procedures and personnel for cross border “hand-offs” of the teams will be established with law enforcement personnel from the departure nation transferring responsibility to those of the destination nation for continuity of protection and communication.

Team Base Camps: As the primary lodging and training areas for most teams during the tournament, Team Base Camps will be afforded a level of security based on threat analysis.

Venue-Specific Team Hotels and Training

Sites: Existing security plans at team hotels and training sites will be augmented at each property. Areas of the property dedicated to a team will have strict access control and surveillance. Similar strategies will be applied to venue-specific training sites.

Match Officials: Police and private security personnel will be assigned to all referees and other match officials to ensure their safety and security when traveling to and from official sites. At the stadiums, stewards with prior experience in match day operations will escort match officials with support from police as required.

The FIFA Family

FIFA Hotels and Headquarters: Detailed security plans will be developed for all FIFA Hotels. Security measures will be similar to those employed at football stadiums, if the property is fully reserved for FIFA. Otherwise security measures will focus on enhanced security in the areas of the hotel assigned to the FIFA family.

VVIP and VIP Protection: The Organizing Committee will provide personal protection and traffic escort for VVIPs, as agreed between FIFA and United 2026. Law enforcement agents and experienced executive protection professionals will be assigned.

Public Areas

Airports: All airport facilities in each country already operate at a high level of security and have experience supporting the unique requirements of an international sporting event such as the FIFA World Cup™. The Command will enhance airport security operations, especially for players, officials, FIFA members, and delegation arrivals and departures, and where possible, special security measures will be implemented for FIFA family members.

Transport: Security will be enhanced on public transport lines and routes that support FIFA World Cup™ fans in order to detect and resolve any security issues before they reach FIFA World Cup™ stadiums.

FIFA Fan Fest™: Security plans for FIFA Fan Fests™ will be determined based on threat analysis, but will include elevated security resources in the area of general policing, crowd management, and other appropriate measures.

14.3 Security: Roles and Responsibilities

Security for the 2026 FIFA World Cup™ will integrate resources from all levels of government and the private sector.

Federal: Each nation's federal government will dedicate all necessary resources to securing the 2026 FIFA World Cup™. The Royal Canadian Mounted Police in Canada, the Policia Federal in Mexico, and the Department of Homeland Security in the United States will be the respective lead agencies.

Operational Security Planning and

Implementation: The operational security plan will be managed and directed by the Command, which will include each nation's lead federal agency, local, state, and provincial police, the Candidate Host City, United 2026 and FIFA to design a safe and secure atmosphere for event participants.

Intelligence: All nations of the Command have agreed to share intelligence that is relevant to the protection and security of the 2026 FIFA World Cup™. This will ensure information related to potential threats is dealt with quickly and effectively.

Consequence Management and

Emergency Response: Each nation's federal emergency management agency will work directly with public safety, public health, and emergency agencies to create a comprehensive emergency response plan.

State, Provincial, and Local Police: Working in the Unified Command structure, state, provincial, and local police will work with the federal leads in accepted roles in partnership to create a seamless operational security plan. Each Candidate Host City's chief of police will be a member of the Command and will direct the Host City and Host Venue security operation, following the plan of the Command. Local police will maintain jurisdictional authority for law enforcement in Host Cities and in stadiums. State and provincial police provide reinforcement and are critical to secure transport and other special operations.

Stewards and Private Security: All stadium security will be trained and tested on current best practices and professional standards, as well as international human rights standards and protocols.

Fire and Medical: Local fire and emergency medical services will also serve in the Command. All stadiums and other stadiums will comply with fire safety codes as enforced by local fire marshals. Dedicated fire-suppression equipment will be staged inside the secure perimeter for immediate response. Additional fire-suppression equipment will also be on standby if needed.

Hazardous materials assessment and response teams will be pre-deployed for rapid response to each stadium.

Emergency medical services will be provided inside stadiums for all participants, with designated personnel and equipment, including ambulances dedicated to athletes.

For other event participants, separate emergency medical personnel and equipment would be available inside the stadiums, and a mass casualty plan will be part of training and exercises.

14.4 Additional Security Matters

Cyber Security: Cyber Security is considered particularly important for the 2026 FIFA World Cup™. The Command will work with relevant city, state, provincial, and federal agencies as well as private sector specialists and FIFA on the development and implementation of a comprehensive Cyber

Security program. The Cyber Security program will involve all partners, sponsors, and providers to the tournament to protect all tournament sensitive systems and information.

Integration Execution: Integration of the security plan will begin during the initial Operational Phase and continue through delivery of the Competition. The plan for the 2026 FIFA World Cup™ security will be developed with all relevant agencies as members, and the plan will be flexible and scalable to accommodate for changing threats and risks. They will also be crafted to ensure respect for human rights, consistent with the proposed measures in the United Human Rights Strategy Action Plan.

United 2026 will work with FIFA to deliver an integrated plan with clearly defined responsibilities, best practices, well-developed and rehearsed operations, well-trained and tested personnel, and proven systems to support seamless execution and ensure a safe and successful 2026 FIFA World Cup™.

The International Broadcast Center

The International Broadcast Center will be secured in-line with established requirements and protocols such as perimeter access control and security screening. Specific measures will be employed to ensure that broadcast equipment and personnel receive priority protection, from setup through decommissioning.



Other Event-Related Matters

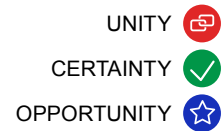
- 15 Communication, PR and Event Promotion
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- 20 Health and Medical Systems
- 21 Expenditure Budget and Ticket Revenues

Canada, Mexico, and the United States have joined together to deliver a United Bid that offers FIFA the power of Unity, the promise of Certainty, and the potential of extraordinary Opportunity – for the EVENT, the GAME, the FANS, and the WORLD.

15

COMMUNICATION, PR AND EVENT PROMOTION

15 Communication, PR and Event Promotion



The United Bid has developed an inspiring eight-year marketing and communications plan that is focused on the principles of Unity, Certainty and Opportunity for the first three-country bid to host the FIFA World Cup™.

If awarded the opportunity to host the 2026 FIFA World Cup™, the United Bid will align our efforts to support FIFA's new vision and

celebrate the world's largest and most inspiring sporting event. The introduction and amplification of all FIFA marketing assets in North America and around the world will be key milestones that will shape the eight-year roadmap to engage current fans and help create a new fan base within the CONCACAF region, and across the globe.

Our three Host Countries and Candidate Host Cities combine to offer a network of motivated individuals and organizations to support FIFA's efforts. Our core objectives include:

- Generate advance excitement about the Competition.
- Establish a strong presence in North American and international markets and build the Competition brand through a combination of advertising, positive earned media, and disciplined messaging across all platforms.
- Establish the structure and provide timely and relevant information for all stakeholders and partners, as well as the media.
- Build awareness and create interest and excitement to drive ticket sales across all consumer categories.

15.1 United Strategy

Because the 2026 FIFA World Cup™ will be staged eight years from the time it is awarded, we anticipate changes in the communications landscape and expect that our platforms will evolve as we progress through this window. Our strategy will be adapted as required but for the time being will focus on the following:

Market Research: The United Bid already has access to cutting-edge, forward-looking research – marketing and media consumption data, public polling and psychographic profiling, and extensive research into consumer behavior and media consumption from our member associations. As part of the process of developing our final submission, the United Bid has already begun to build a cross-sport database of North American sports fans, using individual-level predictive intelligence to explore critical issues, trends, and opportunities related to fan engagement. With this tool, the United Bid seeks to quantitatively assess the value of fandom at an individual level and determine how different messages and issues like price sensitivity impact their sports fan-related behaviors.

Given that FIFA's future vision specifies the development of a state-of-the-art fan interaction management system as one of its priorities, the United Bid will make this data available to FIFA and the member associations.

Additionally, the United Bid has undertaken research to assess public support for the United Bid across North America which has served to influence our key messages and communications outreach.

Listening Tour: To build on research done to date, the United Bid will conduct initial visits and engage directly with all Candidate Host Cities, holding sessions to determine mechanisms to be put in place that deliver a successful marketing and communications plan in consideration of local, national, continental, and international market scans. The listening tour will also extend to communities beyond the Candidate Host Cities to identify ways for the 2026 FIFA World Cup™ to expand its reach and direct engagement with fans.

Branding and Positioning: The United Bid will work with FIFA to develop comprehensive brand strategy, positioning plans, and a tool box to be used across various platforms and channels to further elevate FIFA's standing, promote football, and generate interest for the 2026 FIFA World Cup™ over the eight years leading up to the Competition. The tool box would extend to all aspects of the initiatives outlined in our hosting strategy – as well as consider the application of paid advertising, digital and social media, public relations, and more. These efforts will be developed with help from the most creative brains in the vibrant PR,

marketing, and advertising industries across North America, and with input from commercial partners, broadcasters, and our Candidate Host Cities.

Nerve Center: The United Bid will work closely with FIFA to form a centralized communications command post centered in the United Bid offices in the United States, and with satellite operations in Canada and Mexico. The operation will be centrally led and include a dedicated team of professionals with a range of specific communications expertise, supplemented by PR agencies, advertising, and social media specialists. All communications will be coordinated with the appropriate FIFA representatives to ensure alignment of message.

Activations: Our strategy includes a mix of large and small activations, organized in (and in many cases by) Candidate Host Cities and communities across the three Host Countries. These activations will include – but not be limited to – all competition-related ancillary events such as the launches for FIFA marketing assets, including the official emblem and look, official mascot, official poster, official slogan, and other assets that might include such elements as countdown clocks, volunteer clothing launches, and 100-day countdowns, to name a few. Key dates within the FIFA calendar such as the Preliminary and Official Draw would also be part of the overall plan. Where possible, these

activations will occur simultaneously in all Host Cities. In addition, all Host Cities will have additional individual activation and entertainment programs in compliance with FIFA regulations and all commercial guidelines.

Media Support and Story Amplification: The United Bid will develop a comprehensive database of themes, facts, figures, and quotes to support media interest and demand, and facilitate the work of journalists, as well as develop a core press pack with a range of materials including compelling digital content that will tell the story of United 2026. An integrated effort across all Host Cities, and driven by the United Bid, will ensure that FIFA brand and content requirements are met with appropriate approvals secured in advance. The United Bid will also dedicate a team for amplifying media, developing positive news stories, and then proactively sharing them to generate positive earned media. Emphasis will be placed on the creation of communications assets that can be adapted for use locally.

Media Monitoring: A media monitoring system, managed by the United Bid, will track media coverage with an emphasis on North American markets, to help identify potential negative coverage as it may develop, and help to address it before it gains traction. Reports would be issued on a daily basis internally to FIFA, Host Cities, and partners upon request.

Image Gathering: The United Bid will offer FIFA dedicated support to capture/create still and video content, including behind the scenes coverage. This will support the distribution of video news releases and original programming highlighting Competition operations and related issues. In cooperation with FIFA, we will populate a digital content “network” to share material with news planners, organizers, and fans. We could also use this network to deliver training and information to volunteers, key partners, and others around the world as deemed appropriate.

New Pathways for Fans: The United Bid will engage with thousands of communities – big and small, urban and rural – in our Candidate Host Cities and far beyond, to offer enhanced experiences for “super fans” and entry points for the next generation of football enthusiasts. The comprehensive Fan Engagement Program will include special events, promotions, teaching aids, fan clubs, and a true grassroots effort where fans play a major role in both shaping and carrying out our marketing activities, educating people about the virtues of the sport, and deepening commitments from those who are passionate about the game.

Bringing Football to Everyone: The United Bid is committed to bringing football to every community in North America through partnerships and strategic use of technology. In the end, we will seek to forge relationships with fans that grow throughout the planning and staging of the Competition, and for years after the Competition.

All the systems and materials developed will support wider applications around the world through FIFA and the member associations.

Outdoor Advertising: As required in the Hosting Agreements, the United Bid will secure all outdoor media within the marketing perimeter of our stadiums, airports, and official venues for use during the Competition. Across our three Host Countries there are many outdoor media opportunities, including billboards, bus shelters, poster sites, cinemas, rail and public transit advertising, wrapped vehicles, and more. If the United Bid is selected to host, we will enlist the help of our Candidate Host Cities and media planning experts to confirm available outdoor media opportunities, take advantage of the latest platforms and technology enhancements, and provide FIFA, its commercial affiliates, and other partners with advertising and promotion opportunities.

Official Public Viewings: The United Bid will support public viewings of the 2026 FIFA World Cup™ in dozens of communities across our three Host Countries, as well as encourage and empower every community to participate. In accordance with FIFA regulations and assuming that FIFA will also encourage public viewing events around the world, the United Bid will support the effort to link the FIFA Fan Fest™ in the Host Cities, official public viewings, and other events together, ensuring the largest ever out-of-home audience for a FIFA World Cup™ in history.

Tapping Innovators: The United Bid established an “Innovation Working Group” that has contributed ideas as part of the bid process (see supplemental report). We will continue to engage these creative thinkers from the most exciting institutions in Canada, Mexico, and the United States to contribute to the overall promotion of the Competition.

Forming New Bonds: The United Bid will leverage existing relationships across the football federations in Canada, Mexico, and the United States, and their respective professional leagues. In addition, the United Bid will partner with other professional sports leagues throughout Canada, Mexico, and the United States, as well as colleges and universities, recreational leagues, and other stakeholders – those already connected to the sport of football as well as those who appreciate the power of the game – to promote the event and strengthen the bonds that link organized sport with the FIFA World Cup™.



OVER

70%

OWN SMART PHONES IN MEXICO

Full coverage
expected in the
United States
by 2020**5G**

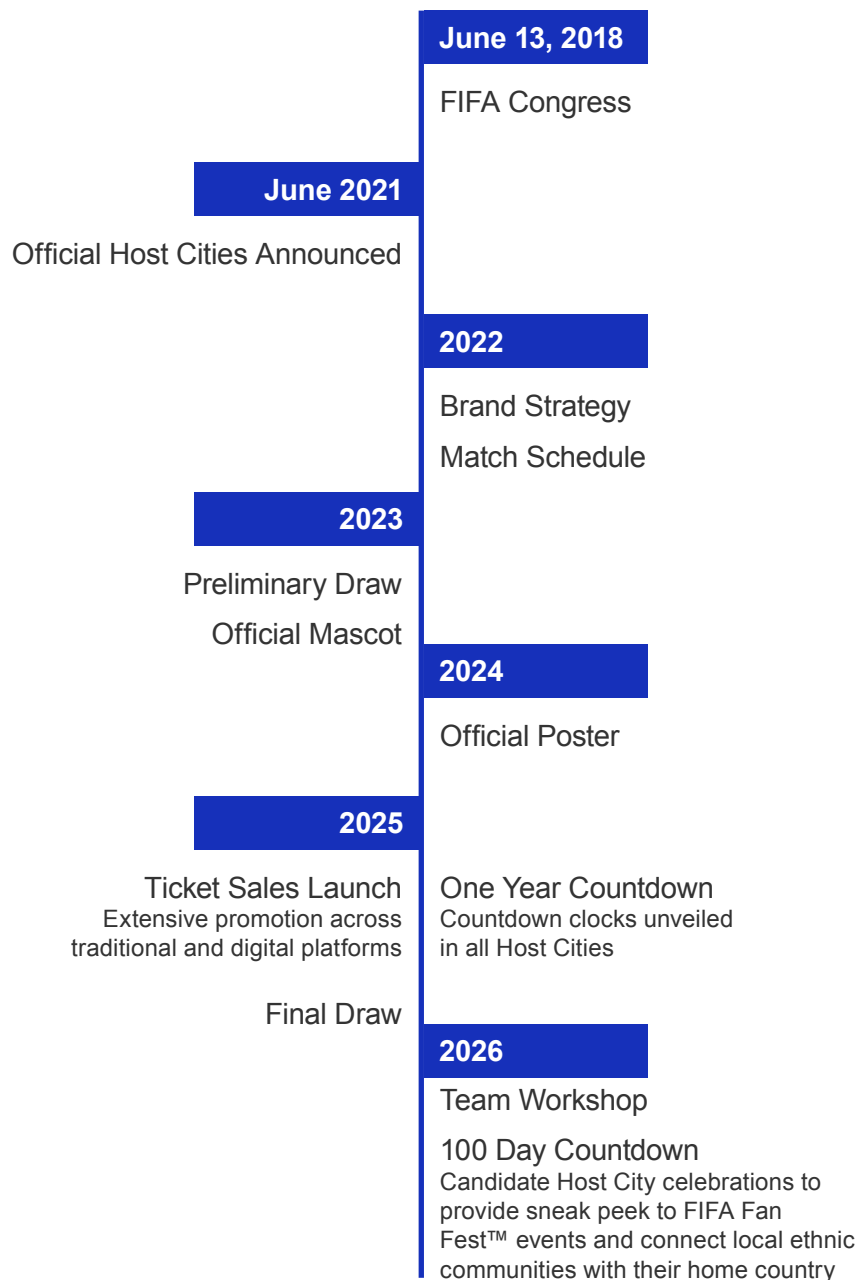
Network

**75m+**Active users
in Canada

Scheduling

In accordance with the FIFA calendar and pending further alignment with FIFA's new vision for the 2026 FIFA World Cup™ and the launch of FIFA assets, the United Bid proposes to focus marketing and communications efforts on an international, national, and local scale and, where possible, simultaneously in real time.

2018



2026 FIFA World Cup™

16 & 17

FIFA FAN FEST™/
HOST CITY
FAN SERVICES



A

B

C

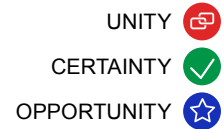
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16 & 17 FIFA Fan Fest™/Host City Fan Services



16&17 FIFA Fan Fest™/ Host City Fan Services



The United Bid believes everyone is a fan, and fans are one of the most important elements of a successful FIFA World Cup™.

We are committed to staging the 2026 FIFA World Cup™ in a way that connects everyone – from the most committed follower of a club or national team who travels the world to support their team, to the billions who are still exploring their role as a member of the global football community – whether they attend the 2026 FIFA World Cup™ in person, or connect from afar. We will offer fan experiences that are personally compelling and shared by people and communities – across North America and around the world – while celebrating football and the extraordinary spectacle and unique power of a FIFA World Cup™.

Our comprehensive Fan Services approach will be enabled by smart technology and defined by the cooperation between communities and partners across our three Host Countries, and supported by thousands of volunteers across North America. If given

the opportunity to host the 2026 FIFA World Cup™ our Fan Services efforts would begin immediately, and take advantage of the full eight years before the Competition begins. We will organize football clinics and football-themed events, and enlist volunteers in communities throughout North America to serve as fan ambassadors for the sport. During the Competition, we will host FIFA Fan Fests™ in our Host Cities and make it possible for communities in all three Host Countries to connect as well.

For those who have not been exposed to football, our efforts will be welcoming and inclusive, as well as expansive – reaching out through sister city relationships to build connections between fans in different football-loving nations. All of our fan engagement activities will align with the United Bid's Sustainability+ strategy and include efforts to drive meaningful social, economic, and environmental benefits for our three Host Countries, and football more broadly. From the moment someone first connects to the 2026 FIFA World Cup™, we will offer a

seamless experience designed to foster relationships between fans, educate people about the game (and fan culture), and encourage participation in whatever roles (player, official, coach, fan, volunteer, etc) that align with a person's interests.

As the specific plans for the 2026 FIFA World Cup™ become more defined, we will use new technology, storytelling, and the large pool of volunteers to ensure fans, particularly fans visiting from outside of North America, are supported every step of their journey. We will work with FIFA to allow fans who purchase 2026 FIFA World Cup™ tickets to sync up their airline travel, visa requirements, accommodation, and plans for local transportation (with free match day public transport included) through one united platform – and then receive relevant event-related information and support, and a variety of other fan-specific activation opportunities before, during, and after the tournament. We will provide special training and support for staff and volunteers across every element of the 2026 FIFA World Cup™ operation to help welcome, guide, support, and leave a lasting legacy of engaged fans.

With eight years to plan, the United Bid believes the 2026 FIFA World Cup™ can offer the most meaningful and personalized experience to date, serving the needs and interests of every fan, everywhere.

FIFA Fan Fests™

The FIFA Fan Fest™ in each Host City will be an integral part of the fan experience – and provide FIFA with a platform from which to extend the football experience to people around the world.

We have recommended two potential locations for each of our Candidate Host Cities in the bid submission, but there are numerous iconic public spaces across our three Host Countries that could stage an incredible public celebration of football. Our Candidate Host Cities are already excited to work with FIFA to plan possible FIFA Fan Fest™ activities, and all of them have contributed initial concepts infused with the unique culture, food, art, and music offerings of the local community.

Beyond the official FIFA Fan Fests™ in the Host Cities, the United Bid looks forward to working with FIFA to extend fan engagement to communities across North America. North America is home to 200+ different ethnic groups, and there are sizable and established fan bases for every nation that could qualify for the 2026 FIFA World Cup™, so every team will feel like they are playing at home.

The United Bid will work with FIFA to develop a toolkit for a “Pop-up FIFA Fan Fest™” so that every community can have a direct connection to the 2026 FIFA World Cup™ and the member associations can offer their fans a way to share the Competition experience wherever they are located.

Atlanta has a vibrant and rapidly growing football community ready and excited to welcome visitors and fans for the 2026 FIFA World Cup™. The city is prepared to support FIFA in the creation of a 360-degree fan experience, including fan guides and opportunities to best experience the Competition and the city.

The United Bid recommends two high-profile and highly accessible locations for a FIFA Fan Fest™ in Atlanta:



Centennial Olympic Park, 265 Park Avenue, Atlanta, USA

Approximately 85,000 m²

35,000

Public park located in downtown Atlanta. Part of the city's 1996 Olympic legacy. Centrally located with access to public transit.

- Centennial Olympic Park is the iconic downtown Atlanta venue and one of the few remaining original venues from the 1996 Centennial Olympic Games. This natural gathering space is easily accessible and within a ten-minute walk of two subway stations. Centennial Olympic Park welcomes over three million guests each year and has hosted several world-class public events.



Piedmont Park, 400 Park Dr NE, Atlanta, USA

Approximately 800,000 m²

120,000

Urban park, located 1.1 km northwest of downtown Atlanta. Host to many of Atlanta's biggest entertainment events and festivals.

- Piedmont Park is Atlanta's largest city park and the central focal point of the midtown community. The park hosts Atlanta's largest entertainment events and festivals, such as: Peachtree Road Race, Atlanta Pride Festival, Music Midtown, Atlanta Jazz Festival, and the Dogwood Festival. It is easily accessed via public transport, with two transit stations nearby.

Baltimore's strong football tradition has united communities across the city. Together with volunteer Certified Tourism Ambassadors (CTA) and Baltimore citizens, fans, and visitors to the 2026 FIFA World Cup™ will be welcomed with cultural festivals, food, renowned music, arts, and fun installations.

The United Bid recommends two exciting locations with contrasting urban and historic locations for the FIFA Fan Fests™ in Baltimore:



Inner Harbor, Baltimore, USA

Approximately 14,000 m²

15,000

Newly-developed pedestrianized area along the Baltimore Harbor with iconic views and excellent access to public transportation.

- The Inner Harbor, a newly-developed site along the Baltimore Harbor, includes Rash Field, West Shore Park, and McKeldin Square. Its central location lends itself to convenient public transit access. With iconic views and a large walking area, the site already has the infrastructure for large public gatherings. Hosting a FIFA Fan Fest™ in this location will support the regeneration of the downtown area and raise its profile as a key visitor destination.



Fort McHenry National Monument and Historic Shrine, Baltimore, USA

Approximately 175,000 m²

50,000

Historic pentagonal coastal bastion fort on Baltimore's waterfront.

- Fort McHenry National Monument and Historic Shrine is a coastal pentagonal bastion fort, where Francis Scott Key was inspired to write the national anthem of the United States. The open spaces surrounding the fort provide panoramic ocean and city views, creating a dramatic and memorable stage for FIFA Fan Fest™ celebrations.

Boston has a long and rich football history, an extensive fan base, and a diverse and enthusiastic community of volunteers ready to welcome fans from around the world.

The United Bid recommends two highly-accessible locations where locals and visitors can enjoy the FIFA Fan Fest™ and the best of Boston:



City Hall Plaza, 1 City Hall Plaza, Boston, USA

18,500 m²

20,000

Large urban plaza located in the heart of downtown Boston. Excellent public transit access.

- City Hall Plaza is located in the heart of downtown and is home to many community events throughout the year. The Plaza is adjacent to the historic Faneuil Hall and Quincy Market. This unique space is regularly used for a range of cultural, civic, sporting, and commercial activities. This versatility greatly contributes to the vibrancy and long-term sustainability of the downtown area. Many events have used this space, including previous FIFA World Cup™ viewing parties.



Boston Common, 139 Tremont Street, Boston, USA

200,000 m²

200,000

Oldest public park in the United States, centrally located with excellent public transit access.

- Boston Common, founded in 1634, is the oldest public park in the United States. The Common attracts hundreds of thousands of residents and visitors. Today, the park is the scene of many sports, public gatherings, and events. Hosting a FIFA Fan Fest™ in this location will showcase the spectacular natural beauty of this park and help support its continued function as a visitor destination, major heritage asset, and open space for locals.

Cincinnati is within an hour's flight or drive from more than 60% of the United States population, and is ready to activate local community volunteers and the business community to welcome fans from around the world.

The United Bid recommends two prime locations downtown, both of which will continue the city's renaissance, as locations for a FIFA Fan Fest™ in Cincinnati:



Sawyer Point/Yeatman's Cove, Cincinnati, USA

Approximately 280,000 m²

250,000

Two adjacent parks on the Ohio River that can be combined into one FIFA Fan Fest™, near the Central Business District.

- Sawyer Point and Yeatman's Cove are two adjacent parks located close to the downtown and overlooking the Ohio River. Together, the parks include a riverfront concert lawn, pavilion, and amphitheater, and regularly host some of the city's main entertainment attractions and special events.

Freedom Way at The Banks, Cincinnati, USA

Approximately 18,600 m²

35,000

Expansive new downtown entertainment district situated between the Reds and Bengals stadiums along the banks of the Ohio River.

- Freedom Way at The Banks is a new public space running through the expansive new Cincinnati downtown entertainment district. This important revitalization plan is positioned between the Reds (MLB) and Bengals (NFL) stadiums, with easy access to the riverfront and downtown areas. The USD \$800+ million development, which won the 2013 National Planning Excellence Award, is easily accessible by walking, bicycling, light rail, and bus.

Dallas has a strong fan base, rich football culture, and historical link to the FIFA World Cup™ dating back to 1994. The city is ready to offer its huge network of sport fanatics and Texas hospitality to fans and visitors from around the world.

The United Bid recommends two important community gathering spaces, regularly used for a variety of large-scale events, as locations for the FIFA Fan Fest™:



Fair Park, 1121 First Avenue, Dallas, USA

Approximately 1,120,000 m²

20,000+

Iconic, central location, convenient public transportation.

- Fair Park is a 277-acre facility immediately southeast of the downtown featuring cultural, educational, and sports facilities. First opened in 1886 for the then Dallas State Fair, the facility now welcomes more than seven million visitors each year. The park is registered as a National Historic Landmark and is the only intact and unaltered pre-1950s Worlds Fair site in the United States. It also boasts an extraordinary collection of 1930s art and architecture. In the case Fair Park will be used as the IBC, the park can be split or Klyde Warren Park can be used for the FIFA Fan Fest™.



Klyde Warren Park, Dallas, USA

Approximately 21,000 m²

20,000+

Iconic park centrally located in the heart of downtown Dallas, linking to the City's Arts District.

- Klyde Warren Park is a green space constructed over Woodall Rodgers freeway. It connects the city's flourishing arts district to other neighborhoods and serves as a central public gathering space for Dallas residents and visitors to enjoy cultural events and experiences. The park features flexible, pedestrian-oriented design, a children's park, great lawn, restaurants, performance pavilion, fountain plaza, games area, urban dog park, and botanical garden around a sweeping pedestrian promenade. A 560 m² restaurant and performance stage is located in the center of the park.

The stunning Rocky Mountains, temperate sunny climate, and the city's pedestrian-friendly layout make for an ideal setting for fans from around the world.

The United Bid recommends two locations, combining the best the city has to offer with the city's passion for sport, for a FIFA Fan Fest™ in Denver:



Metro State University (Tivoli Quad), Denver, USA

Approximately 16,000 m²

25,000

Central downtown location, proximity to stadium, shaded landscaping, and iconic views. Several bus and rail stations adjacent and on campus.

- Tivoli Quad is a large grass gathering space located on the Metro State University of Denver campus. The Quad is centrally located in downtown Denver and is close to the stadium. There are several bus and rail stations adjacent and on campus.



Civic Center Park, Denver, USA

Approximately 32,000 m²

Approximately 50,000

Central downtown location, historic, shaded landscaping, amphitheater, and fountain. Close to a major bus station, bike share docking stations, and two light rail stations.

- Civic Center Park is bordered by the state capitol building, the city and county buildings, and the Denver Art Museum, making it the centerpiece of Denver's green space. The park's historic nature, central downtown location, and public transit access make it an ideal location for events. The park's outdoor amphitheater and green spaces have been used previously to host major public events, including NFL Kickoff, Pride Fest, and Taste of Colorado.

Edmonton is proud of its rich football history and has a strong resumé as a host of FIFA events, including, most recently, the FIFA Women's World Cup Canada 2015™. The city has a network of engaged volunteers, businesses, and community leaders ready to welcome fans and visitors from around the world.

The United Bid recommends two locations at the heart of the city as FIFA Fan Fest™ locations in Edmonton:



Louise McKinney Riverfront Park, Edmonton, Canada

52,000 m²

15,000+

Close to downtown and easily accessed via public transit.

- Louise McKinney Riverfront Park is the front door to Edmonton's river valley parks system and the gateway to trails throughout the city. The park encompasses numerous large-scale gathering spaces with a breathtaking, unobstructed view of Edmonton's famous river valley and Canada's largest urban park. The park is well-equipped to host fans, featuring a stage, a network of paths, and cycling trails, all of which are easily accessible by public transit and close to more than 10,000 public parking spaces in the heart of the city.



Borden Park, Edmonton, Canada

190,000 m²

15,000+

Local community park, easily accessible through public transit.

- Located in the community of Virginia Park, Borden Park is an important community gathering place with over 100 years of history. As a regular location for events, the park is well-connected to local transit systems.

Guadalajara is one of the cultural centers of Mexico and has a thriving football community that spans all ages. It will offer amazing city branding, cultural experiences, special events, and social engagement to welcome fans from around the world.

The United Bid recommends two high-profile and historic locations for the FIFA Fan Fests™ in Guadalajara:



Plaza de la Liberación, Guadalajara, Mexico

Approximately 14,000 m²

25,000

City square in the heart of the historic center of Guadalajara, next to an iconic cathedral and convenient public transit access.

- Plaza de la Liberación (Liberation Square) is located directly in the heart of the historic center of Guadalajara, adjacent to the Metropolitan Cathedral and the Degollado Theater. The Square, which honors one of the most significant events in Mexico's history, the abolition of slavery, is one of the most high-profile spaces in the city. The central location makes this space highly-accessible via a range of public transportation modes.



Plaza de las Américas, Guadalajara, Mexico

Approximately 15,000 m²

15,000+

Iconic square with excellent public transit access and cultural surroundings.

- Plaza de las Américas (Square of the Americas) is a historic urban square surrounded by ornate churches and government buildings that would provide a dramatic backdrop to the celebrations. This important community gathering space offers easy access to the downtown and connects with the main public transit systems.

Houston's large football supporter base and active business and civic community, is ready to deliver an unforgettable experience for fans and visitors to the 2026 FIFA World Cup™.

The United Bid recommends two centrally located public spaces – both conveniently accessible via public transportation, walking, and cycling – as locations for the FIFA Fan Fests™ in Houston:



Eleanor Tinsley Park, 2121 Allen Parkway, Houston, USA

81,000 m²

15,000+

Open-air park in a central location with a fantastic backdrop of downtown Houston.

- Eleanor Tinsley Park is a section of Buffalo Bayou Park and a site of numerous major Houston festivals and events, including the city's Fourth of July Fireworks. The park is one of the city's most popular outdoor spaces for recreation and relaxation. The event location would take advantage of panoramic views of the iconic city skyline within the natural green setting of the park.



I-69 Project, Houston, USA

40,000 m²

15,000+

Plan to put the current highway in a tunnel and create ten blocks of new outdoor public space close to public transit.

- I-69 Project will place a downtown highway into a tunnel and create a public landscape deck above. This green space, which will open in 2018, will span ten blocks directly behind the George R. Brown Convention Center. The space is tailored as a natural gathering point and will contain large viewing areas and dedicated amenities. Hosting the FIFA Fan Fest™ in this location will help support the redevelopment of the downtown area and consolidate the park as an important community asset.

FIFA Fan Fest™/Host City Fan Services Kansas City

Kansas City will use its status as one of the world's most connected Smart Cities to offer a seamless and compelling experience for fans and visitors of the 2026 FIFA World Cup™.

The United Bid recommends two locations, both of which are natural amphitheatres and celebrate the history and culture of the City of Fountains, as options for a FIFA Fan Fest™ in Kansas City:



“Historic Center” National World War I Museum and Memorial, Kansas City, USA

50,000 m²

Approximately 70,000

Historic lawn space between the National World War I Museum and Memorial and Union Station. Easily accessible via public transportation.

- The “Historic Center” National World War I Museum and Memorial is located just south of downtown Kansas City. This major open green space and high-profile civic buildings provide flexibility in size needed for events within a mature and extensive parkland setting. The site also has convenient transport links and connectivity to the downtown and wider city.



“Cultural Center” Theis Park/South Lawn, Kansas City, USA

100,000 m²

Approximately 300,000

Gradually sloped hill with view of iconic Nelson-Atkins Museum of Art.

- The “Cultural Center” is located in midtown Kansas City and occupies the lawn space in front of the world-renowned Nelson-Atkins Museum of Art and Theis Park. The gently sloping site, surrounded by iconic views of the city, creates a perfect viewing space for major events.

Los Angeles will draw on its experience as a host of the FIFA World Cup 1994™ and its large football community of Southern California to create links to technology-powered and other cultural activities for fans to the 2026 FIFA World Cup™.

The United Bid recommends two sites that celebrate the history of football in the city as options for a FIFA Fan Fest™ in Los Angeles:



Exposition Park, 3911 S. Figueroa Street, Los Angeles, USA

73,000 m²

25,000

Iconic venue, centrally located to downtown hotels with good public transportation options.

- Exposition Park is a major open space that houses many important sport and cultural venues, such as the Los Angeles Memorial Coliseum and California Science Center. It is also soon to be home to Los Angeles' newest football-specific stadium. The park is easily accessible by public transit systems.



Los Angeles Stadium and Entertainment District (LASED), Inglewood, USA

1,200,000 m²

15,000+

New sports entertainment district, close to Los Angeles International Airport (LAX).

- Los Angeles Stadium and Entertainment District (LASED) is a new district currently being transformed into a year-round sports and entertainment destination for Southern Californians as well as visitors from around the world. By 2026, the area will already be the heart of sport in Los Angeles and a space local sports fans will know and love.

FIFA Fan Fest™/Host City Fan Services Mexico City

Mexico City has long positioned football as an extension of the city's community programs and a way to unite the capital's 16 boroughs and residents of all ages. Mexico City will draw on its experience hosting international sporting events to offer special cultural, gastronomic, and entertainment offerings for fans and visitors from around the world.

The United Bid proposes two large, flexible, and easily accessible locations that reflect the city's diverse communities, culture, and architecture as options for a FIFA Fan Fest™ in Mexico City:



Zócalo Square, Mexico City, Mexico

Approximately 22,000 m²

60,000

Historic outdoor city square in the heart of Mexico City. Easily accessible. Previously the main ceremonial center in the Aztec city of Tenochtitlan.

- Zócalo Square is considered the heart of Mexico City. It has been a gathering place since the Aztec times and is surrounded by the city's cathedral, the Mexican National Palace, and Mexico City's government headquarters. The square is a flexible space that has hosted public viewings of events including FIFA World Cup 2014™ and Major League Baseball Series Festival in 2016. Zócalo Square is also very accessible by public transport.



Chapultepec Park, Mexico City, Mexico

2,740,000 m²

Proposed Event Area (7,000 m²)

17,000+

Largest green space in the city. Hosts the historical Chapultepec Castle and well-preserved areas promote environmental conservation and cultural recreation.

- Chapultepec Park is the largest green space in the city. The park hosts the historical Chapultepec Castle and well-preserved areas that promote environmental conservation and education, physical activation, and cultural recreation. Surrounded by the most important and iconic avenues of the city, the park is well located and connected by public transportation, making it an excellent public gathering space.

Miami is a city born to celebrate and will bring its Latin American influence and vibrant culture together for a month-long festival celebrating football, its stars, and its future that fans and visitors from around the world will enjoy.

The United Bid recommends two options, both with access to the vibrant downtown and beachfront areas of the city, as possible locations for a FIFA Fan Fest™ in Miami:



Lummus Park, Miami Beach, USA

Approximately 300,000 m²

50,000

Prime Atlantic beachfront in the heart of South Beach's Art Deco District.

- Lummus Park offers prime Atlantic beachfront in the heart of South Beach's Art Deco District. As one of Miami Beach's most popular destinations, with its towering palm trees and turquoise waters, it has also been the stage for memorable film scenes and photo shoots. The park provides an exciting space for a FIFA Fan Fest™, where fans can enjoy the event and Miami Beach simultaneously.



Bayfront Park/Museum Park, Miami, USA

215,000 m²

100,000

Tropical waterfront along Biscayne Bay in the epicenter of downtown Miami. Parks include Bayfront outdoor amphitheater. Close to public transit.

- Bayfront Park and Museum Park are tropical waterfront destinations in the heart of downtown Miami. Bayfront Park features a state-of-the-art outdoor amphitheater with reserved seating for 2,600 and lawn seating for 7,300. Museum Park is surrounded by the Pérez Art Museum (PAMM), and the recently opened Frost Museum of Science. The downtown location is easily accessible via public transportation, making it an ideal location for a FIFA Fan Fest™.

With football embedded into its daily life, Monterrey is prepared to deliver a seamless experience that invites fans and visitors from around the world to enjoy the hospitality of the city and make lasting memories as part of the 2026 FIFA World Cup™.

The United Bid recommends two well-known locations, each of which showcases the best of football and local culture as options for a FIFA Fan Fest™ in Monterrey:



Parque Fundidora (Fundidora Park), Monterrey, Mexico

1,440,000 m²
Proposed Event Area (20,000 m²)

100,000

Historic iconic urban park easily reached by public transportation. Former steel factory with some of the original machinery used as sculptures in the new park.

- Parque Fundidora (Fundidora Park) covers 144 hectares and has two lakes, 23 fountains, and a large number of sheds, buildings, and machinery, which originally functioned as a steel factory and today are part of the heritage of the city. The park receives more than seven million visitors a year, hosts many major events, and is easily accessible via public transportation.

Explanada de los Héroes (Square of Heroes), Monterrey, Mexico

15,000 m²

40,000

Historic square in front of the Governor's Palace in the heart of the city. Excellent access to public transport and the road network.

- Explanada de los Héroes (Square of Heroes) is an iconic location in the heart of the city, in front of the Governor's Palace and adjacent to the Macroplaza. The square's historic setting and central location will make this a memorable and unique location for a FIFA Fan Fest™.

Montréal will put all of its creativity and innovation, vibrant and festive nature, and multicultural, multilingual offerings to work in welcoming fans and visitors from around the world for the 2026 FIFA World Cup™.

The United Bid recommends two iconic, flexible, and centrally located options for a FIFA Fan Fest™ in Montréal:



le Quartier des spectacles and Place des Festivals, Jeanne Mance St, Montréal, Canada

6,100 m²

18,000

Central location, site of numerous events and festivals. Close to all key transit links.

- Located in the heart of Montréal near countless restaurants and bars, le Quartier des spectacles and Place des Festivals was designed in 2007 and inaugurated in 2009. Easily accessible by bicycle and subway, Place des Festivals is a public space located along Jeanne-Mance Street, facing the Musée d'art contemporain de Montréal. The area brings together several major cultural institutions and covers more than nine public spaces dedicated to numerous events throughout the year, making it the perfect place for Montréalers to gather.



Parc Jean-Drapeau, 1 Circuit Gilles Villeneuve, Montréal, Canada

7,500 m²

21,000 (future 60,000)

Former 1967 World Exhibition site that will be regenerated to increase capacity and create a major new park and event space.

- Although located just five minutes from downtown by subway, Parc Jean-Drapeau feels like a world away. Built for the 1967 World Exhibition – Expo 67 – the site will be revamped in 2019 to create a natural outdoor amphitheater and increase its capacity to 60,000. Parc Jean-Drapeau attracts sports enthusiasts, young families, culture vultures, and nature lovers, as well as visitors attending its international events.

Nashville will showcase its friendly, Southern hospitality and passion for sports through activities that unite music and football, two of the most well-loved pastimes worldwide, and welcome fans and visitors from around the world for the 2026 FIFA World Cup™.

The United Bid recommends two sites that are at the center of the action, each with vibrant and beautiful outdoor spaces, as locations for a FIFA Fan Fest™ in Nashville:



Ascend Amphitheater, 301 1st Ave S, Nashville, USA

60,000 m²

15,000

Waterfront open-air amphitheater in central Nashville opened in 2015. Potential for additional event space on adjoining streets.

- Ascend Amphitheater is a stunning open-air venue set within a riverfront park in downtown Nashville. The LEED Gold certified venue can be further enhanced by closing adjoining streets to create additional event space. The central location in the heart of the entertainment district makes it the perfect place for locals and tourists to enjoy the sporting event and Nashville's vibrant culture.



Bicentennial Mall Capitol State Park, 600 James Robertson Pkwy, Nashville, USA

77,000 m²

15,000+

Historic park located just north of downtown Nashville. Current location of the city's New Year's Eve and Fourth of July public events.

- The Bicentennial Mall Capitol State Park gives visitors a taste of Tennessee's history. The expansive green space currently hosts a number of major events, including Nashville's New Year's Eve and Fourth of July public events.

New York and New Jersey both have long, storied traditions associated with football dating back to the early 19th century. Combined with extensive marketing and advertising expertise, New York/New Jersey looks forward to creating an unrivaled entertainment experience for 2026 FIFA World Cup™ fans and visitors from around the world.

The United Bid recommends two of the highest profile and most iconic locations anywhere in the world as locations for a FIFA Fan Fest™ in New York/New Jersey:



Liberty State Park, 200 Morris Pesin Drive,
Jersey City, USA

1,214,057 m²

80,000

Spacious waterside park area with panoramic views of New York City and the Statue of Liberty.

- Liberty State Park is a green oasis located less than 24 km away from the Meadowlands Sports Complex. It served as the first stop by immigrants entering the United States and sits just 600 m away from the Statue of Liberty, combining a spacious park area with spectacular panoramic views. Transportation options include the Hudson-Bergen Light Rail, the Liberty Water Taxi from lower Manhattan, and direct access from the New Jersey Turnpike.



Central Park, 59th to 110th Street, from
Central Park West to Fifth Avenue,
New York City, USA

3,411,499 m² (only a portion of this space
would be available for FIFA Fan Fest™)

15,000+

Iconic space in the heart of New York City with excellent public transit access.

- Central Park is the most frequently visited urban park in the United States, drawing more than 40 million visitors each year (110,000 per day on average). Its 843 acres provide a breathtaking backdrop for countless world-class events, including the Public Theater's famous Shakespeare in the Park performances, major concerts, and sporting events, most notably the NYC Marathon. The park has public transit access from all sides.

FIFA Fan Fest™/Host City Fan Services Orlando

Orlando reflects the future of football and will draw on its volunteers connected to the hospitality industry to make fans and visitors to the 2026 FIFA World Cup™ from around the world feel welcome.

The United Bid recommends two public spaces that reflect the city's commitment and passion for football as a location for a FIFA Fan Fest™ in Orlando:



Central Florida Fairgrounds, 4603 West Colonial Drive, Orlando, USA

6,038 m² indoor exposition space, entire festival grounds is 35,000 m²

40,000+

Central location near downtown Orlando with large flexible spaces and robust transit connections.

- The Central Florida Fairgrounds, which hosts the annual Florida State Fair, also hosts a wide variety of other events throughout the year. The site covers an extensive area, with many different types of buildings, an amphitheater, food and beverage outlet, and visitor facilities. Public transit systems provide convenient access to the site from downtown.

Wall Street Plaza and Heritage Square, 25 Wall St, Orlando, USA

37,000 m²

15,000+

Central location in downtown Orlando within a historic and cultural setting.

- Wall Street Plaza and Heritage Square are located in the heart of downtown Orlando. The site has hosted many high-profile events and watch parties. Surrounded by restaurants, bars, and all the amenities of the city, the site is ideally located to host visitors from around the world.

Philadelphia, famously known as the birthplace of American democracy, has a rich history and a well-deserved reputation as one of the world's great sport cities. The City of Brotherly Love will welcome visitors and fans from around the world with open arms in a celebration of football.

The United Bid recommends two locations that showcase and history and diversity of the city as a location for the FIFA Fan Fest™:



Penn's Landing, 100 Columbus Boulevard, Philadelphia, USA

40,000 m²

25,000

Series of piers and public spaces along the scenic Delaware River. Site includes a tiered amphitheater and plans for significant redevelopment.

- Named for Philadelphia's founder, William Penn, Penn's Landing is an ideal location for staged entertainment and jumbo screens on the banks of the Delaware River. The FIFA Fan Fests™ would take shape on the Great Plaza, the Plaza's tiered amphitheater, and Festival Pier, the home of a variety of music, multicultural, dance, outdoor movies, and other family festivals. Plans are currently underway for a significant transformation of a wider site, a USD \$225 million project that will include capping parts of I-95 and creating a green expanse along the waterfront.



West Fairmount Park (Memorial Hall), 4200 Avenue of the Republic, Philadelphia, USA

Approximately 100,000 m²

Approximately 40,000

700-acre park in West Philadelphia with easy access to public transit.

- West Fairmount Park in western Philadelphia is a major public space and gathering point. The park is home to expansive open green space, and a number of museums and historic sites. A dedicated FIFA Fan Fest™ would be located near Memorial Hall in Fairmount Park, a historic building that will act as the backdrop to an outdoor space where fans can enjoy the beautiful surroundings.

FIFA Fan Fest™/Host City Fan Services San Francisco Bay Area

San Francisco and the Bay Area already have plans for a multi-tiered fan engagement strategy, including an ambassador program, special events, community engagement, and football outreach programs to help welcome and engage fans and visitors from around the world.

The United Bid recommends two locations that embody the inclusiveness of the region and celebrate the area's rich cultural diversity as locations for a FIFA Fan Fest™ in San Francisco Bay Area:



Downtown San Jose Campus, San Jose, USA

73,000 m²

100,000

Connected series of outdoor spaces in a popular downtown area with good transportation access and great local restaurants/bars.

- Downtown San Jose is in the heart of Silicon Valley and has a range of closely concentrated outdoor spaces surrounded by local restaurants and bars. The space includes Plaza de César Chávez, Discovery Meadow, and San Pedro Square. The downtown area is well served by public transportation.



Moscone Center, 747 Howard St, San Francisco, USA

65,000 m²

75,000

Large convention center in the heart of San Francisco with excellent public transportation access.

- Moscone Center is the largest convention and exhibition complex in San Francisco. The venue is located in the heart of San Francisco and is already popular with visitors. The center has exceptional public transit access and is close to many of the city's biggest attractions.

Seattle has played host to numerous sporting and cultural events in the last five years, successfully providing unique, diverse, and safe platforms for hundreds of thousands of people to enjoy the culture, tradition, and history of the city. Seattle will take that experience to the next level in welcoming fans and visitors from around the world in seamless, friendly, and innovative ways.

The United Bid recommends two highly scenic, iconic, and easily accessible locations for a possible FIFA Fan Fest™ in Seattle:



Waterfront Seattle, Seattle, USA

14,000 m²

15,000

New centrally located waterfront park. Excellent public transportation, walking, and bicycle access.

- Centrally located within the city, Seattle's central shoreline is being transformed into a new, 26-block park called Waterfront Seattle. This park will provide an expansive space for fans to enjoy festivities with the backdrop of Elliott Bay and the Olympic Mountains within an urban setting.



The Seattle Center, 305 Harrison St, Seattle, USA

27,000 m²

20,000

Landscaped outdoor campus at the base of the iconic Space Needle. Centrally located area surrounded by cultural activities as well as parking and public transit access.

- The Seattle Center's beautifully landscaped 74-acre campus includes 24 acres of open space, with pleasant outdoor courtyards, fountains, and lush green spaces perfect for a FIFA Fan Fest™. The Seattle Center regularly hosts large festivals with over 150,000 visitors per day in the outdoor spaces alone.

Toronto is looking forward to welcoming fans from around the world to one of the most “liveable” cities on the planet, and using its experience hosting major events to create a memorable experience around the 2026 FIFA World Cup™.

The United Bid recommends two easily accessible and exciting sites that are regularly used to stage large-scale events as options for a FIFA Fan Fest™ in Toronto:



**Nathan Phillips Square, 100 Queen Street West,
Toronto, Canada**

48,500 m²

40,000

The city’s premier public square for locals and tourists alike with excellent access to public transit.

- Nathan Phillips Square is Toronto’s premier public square. It is a national and provincial landmark, a leading tourist attraction, and one of Canada’s biggest public squares. During the 2015 Pan American Games, the square was a key site for fans. The square was also the host venue for the Closing Ceremonies of the 2015 Parapan American Games.



**Exhibition Place, 100 Princes’ Boulevard,
Toronto, Canada**

79,500 m²

160,000

A beautiful open area adjacent to BMO Field stadium with direct access to public transportation.

- Exhibition Place is a beautiful open area that is adjacent to BMO Field stadium. In the past it has hosted the 2015 Pan/Parapan American Games, the 2016 NBA All-Star Game, the 2016 Grey Cup, and the 2017 NHL Winter Classic.

Washington, DC is one of the most internationally oriented cities in the world with over 170 embassies and consulates. The city will tap into this global community to welcome and celebrate football with all the fans and visitors from around the world who take part in the 2026 FIFA World Cup™.

The United Bid recommends two locations where locals and visitors can enjoy football, as well as the capitol's rich history and institutions, together, as options for a FIFA Fan Fest™ in Washington, DC:



The Wharf, 735 Water Street, Washington, DC, USA

48,500 m²

15,000+

New development with dazzling waterfront views. Surrounded by restaurants and in central Washington DC with excellent public transportation access.

- The Wharf is a new development that re-establishes Washington, DC as a waterfront city and destination. This remarkable, mile-long stretch along the Potomac River comes to life with restaurants, retailers, residences, and businesses – all complemented by monumental views and a vibrant culture. Two metro train stations within 1.5 km of the Wharf, along with multiple metro bus routes, make it an easily accessible location.



RFK Stadium-Armory Campus, 2400 East Capitol Street SE, Washington, DC, USA

770,000 m²

50,000

Ideal space for hosting large-scale events and good public transportation access.

- RFK Stadium-Armory Campus is located along the East-West axis of Washington, DC. The 190-acre Stadium-Armory campus is an ideal space for hosting large-scale events without significantly impacting the everyday life of DC residents. One metro train station at the campus entrance and multiple metro bus routes stopping at the campus entrance provide convenient public transportation access.

18

VOLUNTEERS



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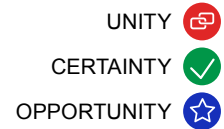
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18 Volunteers



18 Volunteers



Every day, in communities all across North America, volunteers are already helping football thrive by teaching the basics of the game to school children, officiating international competitions, helping lead and support national federations, and more. The United Bid will ensure volunteers play a key role in the successful staging of the 2026 FIFA World Cup™ in North America.

18.1 United Approach

The United Bid will tap into the extensive network of enthusiastic and talented football citizens across our three countries to establish a +25,000-strong volunteer workforce to directly support the staging of the 2026 FIFA World Cup™ in the Host Cities. These volunteers will provide outstanding support to all aspects of the Competition and showcase the best of North American friendliness and competence – welcoming visitors, supporting tournament, stadium and match operations, promoting sustainability efforts, and working with teams, officials, partners, and broadcasters.

Our volunteer strategy extends beyond the Competition with volunteers playing an important role in our efforts to extend football education and enhance fan development over the eight years leading up to the Competition and decades after. We will utilize existing football community leaders and make it a priority of our volunteer strategy to recruit a significant number of volunteers not currently

involved with football as part of our overall organization, establishing important cross-sector partnerships that help to integrate football into people's lives.

The United Bid will organize our volunteer effort in close cooperation with our Candidate Host Cities, government authorities, and local and national sports organizations. In all cases, the United Bid will ensure volunteers are offered the highest-quality experiences and opportunities for personal growth, contributing to a legacy of sport and community that will be celebrated for generations.

+25,000
strong volunteer workforce

These efforts are already underway with more than 1,000 people from across our three Host Countries already contributing their time and expertise to the United Bid. We will develop a technology-enabled system to support our volunteer operation at scale, and establish a working group to help define the principles that will drive the next generation of volunteer engagement in sport, integrating their findings into our planning.

Building upon an already advanced culture of volunteerism: Canada, Mexico, and the United States all enjoy high levels of volunteerism, in every sector of society, and



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18 Volunteers

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particularly around sports and sporting events. Last year, more than 75 million people volunteered in their communities across the three Host Countries, including tens of thousands of people who supported national and international events in football and other sports, and millions who were part of ongoing community-based programs.

With this depth of enthusiasm for sport volunteerism already embedded in North America, the United Bid will focus on pushing innovative and advanced volunteer development activities, ensuring the best possible workforce for the Competition and the future of football.

A new model for the benefit of sport and local communities: The United Bid will develop a model for activating and managing volunteers designed with how people will receive information in the future in mind. We will share what we have learned with other major event organizers in North America and with FIFA for the benefit of future hosts.

Key elements of this next-generation model include:

- Recruiting volunteers from across sectors, including business, education, faith organizations, media, etc. to help integrate football into other sectors, and vice versa
- Developing online training programs and other resources that can be shared broadly with community and event organizations
- Creating volunteer communities, organized around specific initiatives or football programs, and built to encourage cross-disciplinary volunteering to deepen levels of expertise and

engagement that benefit sport as a whole

- Coordinating operations between national and local sports organizations, as well as non-sport community groups to enhance volunteer information and management systems
- Volunteer motivation and retention tools to monitor contributions and celebrate participation
- Leadership programs to prepare volunteers to lead their peers in sports development or addressing community needs

75
million

In 2017, 75 million people volunteered across the three Host Countries

Diversity and Equality for All: To help demonstrate our commitment to the social impact outcomes included in our hosting and Human Rights strategy, the United Bid volunteer program will:

- Ensure equal opportunity and access to volunteer experiences for men and women, boys and girls
- Include individuals from across local populations, without regard to race, ethnicity, religion, sexual orientation or gender, impairment, wealth, status, etc.
- Innovate in mentoring and upskilling of volunteers, particularly for young people

Specific initiatives to achieve these outcomes will be formalized as part of the Volunteer Program concept in the foundational stages of planning for the 2026 FIFA World Cup™.

18.2 Organization and Planning

A volunteer management team will be put in place during the Initial Operational Phase to help further define our vision for volunteer growth and engagement, as well as to oversee the detailed planning and execution of the Competition Volunteer Program.

Each Candidate Host City will tap into their existing database of volunteers and appoint volunteer coordinators to support the attraction and activation of volunteer opportunities throughout the planning stages. They will be supported by a central team of specialists to administer key processes such as recruitment, consistency training and Host City coordination. Volunteers will also be used to support the volunteer management team and support their peers throughout the journey.

In addition, the United Bid will recruit volunteer coordinators throughout the three Host Countries, to help anchor community-based efforts beyond the Candidate Host Cities.

A community-focused volunteer program concept will be completed at the end of the Initial Operational Phase in 2019, including extensive engagement of stakeholders. The Volunteer Program concept for the staging of the Competition will be completed in early 2023 to ensure that the Volunteer Program meets all necessary FIFA obligations and legal requirements of each Host Country.

Optimizing Volunteer Requirements:

While volunteers do not receive monetary compensation, the United Bid will spend time, money and effort into their training and development. Being a volunteer for a FIFA World Cup™ should be the experience of a lifetime. The United Bid will ensure a holistic approach to workforce planning for the Competition to optimize the volunteer headcount and associated costs.

Planning for Competition volunteers will begin in earnest in 2024. A needs assessment process will be implemented to determine the roles, quantities, minimum requirements, and other local conditions that will inform the volunteer headcount. This process will continue in sync with the operational planning for departments and as each venue team is established. Budgets for the Volunteer Program will be confirmed through this process.

Constantly Connected Volunteers: A

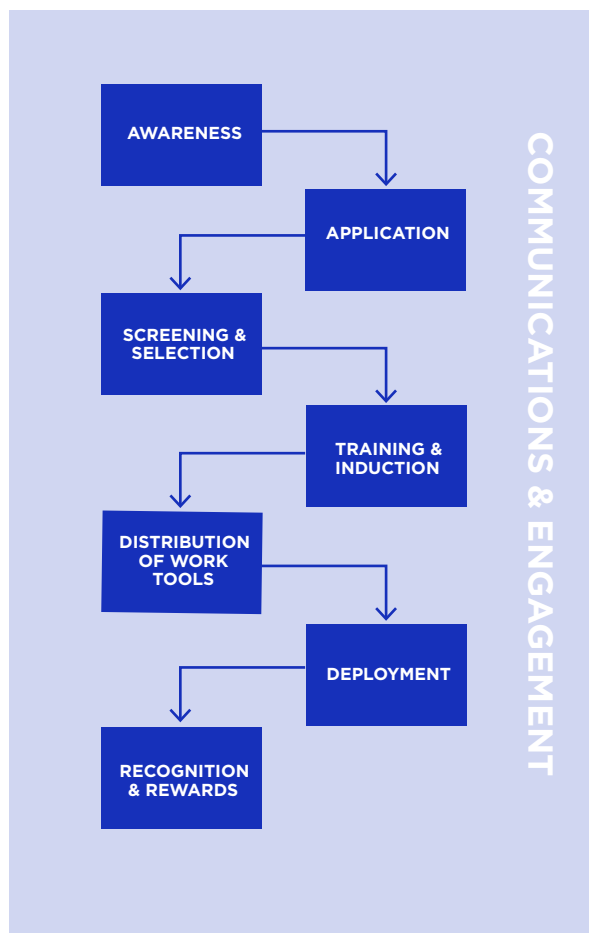
volunteer management system is already under development and will be used to support the entire volunteer journey. It will be supplemented by e-learning and communications tools.

The system will enable:

- One-on-one interactions and group communications via email, phone, and social media
- Volunteer task management and activity tracking
- Operational communications at venues throughout the Competition

18.3 Volunteer Journey

For the Competition-related events and the 2026 FIFA World Cup™, each volunteer will go through a number of steps in his/her journey. The business processes that support this journey are summarized below.



Sourcing +25,000 Volunteers

The United Bid will design a sourcing strategy that taps into key volunteer motivations and supporting recruitment tactics can be adapted to fit the local context of each Candidate Host City. We will ensure targets for diversity are achieved, including for women, Indigenous people, and underserved populations, and embed support for human rights into our efforts.

A public awareness and recruitment campaign will be launched early in the United Bid lifecycle, with variable messaging according to the volunteer activity being promoted. A FIFA World Cup™ focus will begin approximately two years before the Competition.

For roles requiring specialist skills or experience such as language or media support, targeted recruitment initiatives will be implemented in close cooperation with Host Country volunteer organizations, universities, clubs and associations, marketing and commercial affiliates, etc. More than 300 different languages are spoken in North America, and one in five people speaks two or more languages – providing a vast resource pool of potential volunteers who can help to welcome visitors and fans from around the world.

Volunteers will apply online using a common application integrated with the other technologies that will support the volunteer program.

Robust Selection: A multi-stage selection process is envisioned for the FIFA World Cup™ and other Competition-related events that ensures the best talent is selected and the best fit to a volunteer role is made. An initial pre-screening will be conducted, followed by in-person interviews in Candidate Host Cities.

Final placement into roles will be made based on the ability of candidates to successfully demonstrate their commitment by completing general training requirements prior to selection. The United Bid will plan for several full-scale rehearsals of the volunteer operation prior to the beginning of the Competition. Specifically, we plan to use FIFA Test Events as training and testing opportunities in the lead up to the 2026 FIFA World Cup™.

All volunteers will proceed through a security screen in cooperation with each nation's security authorities, as well as agree to a set of principles regarding ethics and appropriate behavior, consistent with FIFA and United Bid values and principles.

It is anticipated that the volunteer program will be oversubscribed, meaning many candidates will be directed to alternative opportunities for involvement, such as with Host Cities or other volunteer opportunities in sport.

A Fully Prepared Volunteer Team: After selecting the best talent, the United Bid will ensure volunteers are fully prepared for their roles. This effort will include several types of training along with an induction at their place of work. Many volunteers will also practice their roles by participating in other competitions and events, and through readiness exercises.

To meet one of the volunteer program objectives, skills development opportunities will be offered broadly to all candidates in the years leading up to the FIFA World Cup™, and leadership skills training will be given to volunteers in leadership roles.

Training programs will also emphasize sustainability, particularly respect for human rights and environmental protection, and this content will be offered to all involved stakeholders including stadium and other venue staff.

Training delivery methods will include a mix of e-learning, in-classroom, and practice opportunities. These can be adapted to the unique learning context of the three Host Countries, and made available to FIFA and member associations for use worldwide.

Effective Management During Operations:

Volunteers will be managed by their operational supervisors and supported by the venue volunteer team. Significant attention will be placed on the quality of supervisors and team leaders who are critical to the well-being and performance of each volunteer.

A network of volunteer centers in or around each venue will be established before the Competition. The centers will provide practical services such as check in, scheduling, deployment support, and related information, along with meals, refreshment, entertainment, activities, and relaxation opportunities.

Volunteers will follow a common code of conduct along with operational policies and procedures that are applied consistently throughout the tournament.

Contingency plans will be developed to ensure continuity of operations in case of any significant workforce shortfall.

Quality Volunteer Services: The care and support of volunteers through provision of quality services is paramount to their success. A range of services are foreseen, including: uniforms, catering, transport, accommodation, accreditation, and insurance.

A number of these services will be supported by FIFA's Commercial Affiliates. The volunteer team will work with FIFA and the United Bid marketing teams to facilitate their investment.

A logistics plan will be put in place to manage the distribution of uniforms and other services to volunteers. The volunteer team will

also work with service providers to detail plans for transport, catering, etc., in venues and elsewhere as required.

Retention Strategy: The United Bid will develop and implement a strategy to retain volunteers and recognize their contributions – contributing to our goal of keeping volunteers engaged in the football community well after the tournament.



For information on how we will protect working conditions and human rights of volunteers, please see Section VI of the United Human Rights Strategy and the SEM Supplement.

18.4 After the FIFA World Cup™

As part of the volunteer strategy, the United Bid will coordinate with the three Host Countries, all Candidate Host Cities, and interested sport organizations to prepare employment, mentorship, or other opportunities for volunteers after the end of the 2026 FIFA World Cup™. This includes leaving volunteer technology and communications platforms in place and encouraging volunteers, particularly the individuals who were recruited from outside the global football community, to remain engaged with local and national programs and other community-based volunteer opportunities.

As part of our commitment, the United Bid will also document and make available to FIFA and its member associations, what we've learned, best practices, and guidance on the opportunities for using volunteers to support the growth of football, directly and indirectly in relation to the FIFA World Cup™.

19

COMPETITION-RELATED EVENTS



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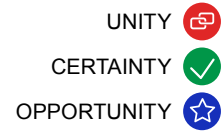
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19 Competition-Related Events



19 Competition-Related Events



The United Bid will use the staging of the Competition-related events for the 2026 FIFA World Cup™ as key milestones in the successful lead-in to the tournament and as opportunities to fulfill FIFA’s future vision.

Our proposed approach puts forward eight cities, each with proven hospitality and events infrastructure as well as established networks of business, political, and civic support, and engaged communities of football enthusiasts. Each of these cities rank among the world’s leaders as destinations for international conferences, business meetings, and special events, and provide a solid platform from which these important Competition-related events can flourish.

In addition to fully complying with all FIFA requirements, each of the recommended cities offers unique benefits to FIFA as a location for these important Competition-related events.

All eight cities are committed to organizing these events, in partnership with FIFA, so that the learnings and best practices can be utilized by future hosts to the benefit of the global football community as a whole.

Selection Criteria: As each of our Candidate Host Cities could successfully host the Competition-related events, we used the following criteria to prioritize the best options:

- Geographic spread across the Host Countries
- Amenities and options for visitors/guests of the event
- The nature of the event (glamorous vs. working style, diverse guest list vs. FIFA members only)
- The facilities required for hosting
- The climate and attraction of the respective city at the respective time of the year

The United Bid looks forward to working with FIFA to pick the perfect location for each event and – should FIFA request – could also present other cities that could host unique Competition-related events.

In this section

Preliminary Draw

Final Draw

FWC Team Workshop

FIFA Congress



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19 Competition-Related Events

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The United Bid intends to make the organization of the Preliminary Draw as easy as possible for FIFA and all the participants and guests.

Miami, with the most non-stop international flights in the United States, or Washington, DC, home to 177 embassies, would both be exceptional locations for hosting the Preliminary Draw. Both cities have major international airports to allow the visitors from all member associations participating in the 2026 FIFA World Cup™ Qualifying Competition to easily reach the Preliminary Draw, and offer plenty of hotel inventory close to the proposed Draw venue.

July 2023

MIAMI

WASHINGTON, DC



Miami

Draw location: Miami Beach Convention Center

Available space: 54,000+ m²

Capacity of the Draw hall: 8,000

3, 4, and 5-star hotel rooms: 48,609

Non-stop international flights from/to MIA airport: 93

Similar events hosted: Art Basel Miami Beach, NFL Experience, Super Bowl Media & Business Centers, MLB All-Star Fan Fest, Miami International Boat Show



Washington, DC

Draw location: Walter E. Washington Convention Center

Available space: 213,000 m²

Capacity of the Draw hall: 8,000

3, 4, and 5-star hotel rooms: 31,482

Non-stop international flights from/to BWI, DCA & IAD airports: 76

Similar events hosted: United States President Inaugural Ball, World Championship Boxing, MLB All-Star Game Fan Fest

The Final Draw will be the first time all 48 member associations that qualify for the 2026 FIFA World Cup™ will step on the world stage together, with a global audience of millions watching.

The United Bid recommends San Francisco Bay Area or Los Angeles to host the Final Draw. Both cities offer ultramodern, iconic, and LEED Platinum certified convention facilities and a unique and compelling broadcast presence worthy of global attention. The cities also feature major international airports with excellent national and international flights allowing easy travel for the participating member associations to the Draw and, immediately following the Draw, to the assigned Host Cities for pre-tournament inspections.

July 2023



San Francisco Bay Area

Draw location: Chase Center

Available space: 54,000+ m²

Capacity of the Draw hall: 18,000

3, 4, and 5-star hotel rooms: 79,569

Non-stop international flights from/to SFO airport: 53

Similar events hosted: New site to be opened in 2019

Alternative location: SAP Center, San Jose

Los Angeles

Draw Location: Los Angeles Live Event Spaces

Available space: more than 200,000 m²

Capacity of the Draw Hall – Microsoft Theater: 7,100

3, 4, and 5 Star hotel rooms: 79,569

Non-stop international flights from the LAX airport: 76

Similar events hosted: ESPYs, EMMYs, People's Choice Awards, The Twilight Saga: Breaking Dawn series, Movie Premieres

Competition-Related Events

FWC Team Workshop

The team workshop will be the first ever with 48 participating member associations.

As primarily a “working” event – the United Bid recommends venues that are unique destinations and at the same time are experienced in, and suited specifically for, staging meetings and workshops with ultimate flexibility and reliability. Baltimore and Nashville offer two different types of facilities, both surrounded by clusters of hotels and other amenities. This allows the participants to easily get to meetings and functions.

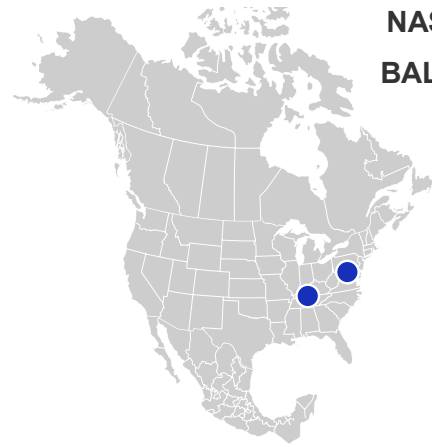


The Bid Committee also includes Miami as another option for the Team Workshop, should FIFA elect to go there (see Template 16).

February 2026

NASHVILLE

BALTIMORE



Nashville

Workshop location: Music City Center

Available space: 200,000 m²

Number of separate meeting rooms: 70+

Capacity of biggest meeting space: 4,700

3, 4, and 5-star hotel rooms: 27,000

Non-stop international flights from/to BNA airport: 5

Similar events hosted: NHL All-Star Game affiliate meetings, National College Athletic Association and South Eastern Conference Basketball affiliate meetings, Country Music Awards red carpet and affiliate events



Baltimore

Workshop location: Four Seasons and Marriott Hotel

Available total space: 6,600 m²

Number of separate meeting rooms: 58

Capacity of biggest meeting space: 2,400

3, 4, and 5-star hotel rooms: 10,000

Non-stop international flights from/to BWI airport: 13

Similar events hosted: Hosting functions of a similar type on a daily basis

Competition-Related Events

FIFA Congress

On the eve of the 2026 FIFA World Cup™, the FIFA Congress will gather for perhaps its most important meeting of the quadrennial cycle.

In keeping with tradition, the United Bid proposes two locations that would allow all Congress participants and guests to attend the Opening Match for the tournament, while also ensuring the logistics for FIFA's staff are as easy as possible.

Both Mexico City and Los Angeles have a wealth of experience hosting events of the nature of the Congress. For example, Mexico City hosted the 66th FIFA Congress in 2016.

February 2026

MEXICO CITY

LOS ANGELES



Mexico City

Congress location: Centro Citibanamex, Convention and Exhibition Center

Available space: 34,283 m²

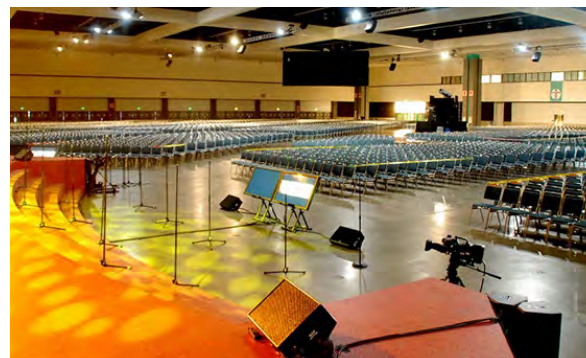
Hall for the Congress: 8,500 m²

3, 4, and 5-star hotel rooms: 47,557

Non-stop international flights from/to MEX: 26

Similar events hosted: 66th FIFA Congress, 7th World Chambers Congress 2011, International AIDS Conference 2008

FIFA Banquet Location: Campo Marte



Los Angeles

Congress location: Los Angeles Convention Center

Available space: 71,300 m²

Hall for the Congress: 8,980 m²

3, 4, and 5-star hotel rooms: 79,569

Non-stop international flights from/to LAX: 76

Similar events hosted: Special Olympics, Emmys Creative Arts Governors Ball, GRAMMYS MusiCares

FIFA Banquet Location: Microsoft Square and Chick Hearn Court

20

HEALTH AND MEDICAL SYSTEMS



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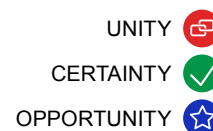
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20 Health and Medical Systems



20 Health and Medical Systems



United Approach to Health and Medical Systems

The United Bid fully commits all medical and public health assets necessary to stage the 2026 FIFA World Cup™ and will work with FIFA to ensure a safe and successful Competition.

The combined medical and public health services provided by Canada, Mexico, and the United States are world-class and the infrastructure and procedures in place across our three Host Countries have been thoroughly tested and used to support major sporting and other events.

Together, we offer first-class hospitals, rapid response and emergency medical operations, specialized clinics, medical technology innovators, health and wellness pioneers, and the leading specialists in sports injury and training. Our three countries also invest more towards health and medical innovation than any other region in the world.

In short, players and officials, fans, media volunteers, and others who participate in the 2026 FIFA World Cup™ in North America will have access to the highest standard of medical care for any and all incidents and general well-being.

In addition to utilizing all available assets, the United Bid will work closely with FIFA to:

- Develop a blueprint for organizing multi-nation networks of medical expertise around the staging of the Competition,

and to support organizers of other major global sporting events in the future.

- Establish a working group of sports medicine and other specialists to develop new standard operating procedures for support around major sporting events hosted by multiple countries.
- Invite and welcome medical experts from FIFA and the member associations to visit and train with leading sports medicine practitioners from our three countries.

United Medical Services Strategy

The United Bid will work with FIFA to establish a united Medical Services Strategy (MSS) which will be implemented at all stadiums, training sites, team hotels, International Broadcast Center, FIFA venue hotels, and FIFA Headquarters, as well as at events staged as part of FIFA's Football for Hope activities. This operation will meet all requirements outlined by FIFA.

To ensure that all functions are coordinated for maximum quality of care and efficiency, the United Bid will also integrate the Medical Services Program with its security and safety, public health, and transport operations.

The United Bid will dedicate staff to coordinate and integrate the provision of medical care at all Competition-related facilities and provide qualified personnel necessary to assist in FIFA's doping control operation, complying with FIFA's requirements.

The United Bid, and our three member associations, also support and commit to compliance with the latest World Anti-Doping Code as part of our role in staging a 2026 FIFA World Cup™ in North America.

20.1 Overview of General Health Systems

All Candidate Host Cities have full service hospitals within 5 km of their respective stadiums, each providing 24-hour emergency medicine, trauma, orthopedic, stroke, and cardiac expertise as well as numerous other medical sub-specialties. Our Candidate Host Cities also have experience hosting major sporting events and rigorous medical services strategies already in place.

The Canadian Center for Ethics in Sport, Canada's anti-doping institution, has an established network for the tracking and testing of athletes and is available to assist FIFA's doping control operations. Additionally, the World Anti-Doping Agency (WADA) has its head office in Montréal where a fully established WADA accredited anti-doping laboratory already exists.

Mexican sport authorities will designate a certified anti-doping institution to serve as the primary partner for FIFA on all doping control operations before and during the 2026 FIFA World Cup™.

The United States Anti-Doping Agency (USADA) is the national anti-doping organization in the United States for Olympic, Paralympic, Pan American, and Parapan American sport. As part of the United Bid, USADA will be charged with managing the

anti-doping program, including in-competition and other testing, results management processes, drug reference resources, and athlete education around the 2026 FIFA World Cup™.

20.2 Health and Vaccination Recommendations

All three of our countries are regular destinations for business and leisure travelers and each has well developed systems for delivering health-related information to visitors. The United Bid will work closely with FIFA, public health departments throughout our three Host Countries, and national and local government agencies to provide all necessary health-related information prior to and during the 2026 FIFA World Cup™.

Visitors should also check resources in their own countries for travel health information.

Health and Medical Monitoring: The World Health Organization (WHO) provides pertinent health information for all three Host Countries. The Public Health Agency of Canada (PHAC) oversees issues of concern to public health across Canada and closely liaises with its provincial counterparts to provide comprehensive management of public health issues. The National System of Statistical and Geographic Information (INEGI) provides information about health issues in Mexico. The Centers for Disease Control and Prevention (CDC) oversees public health services in the United States and oversees efforts to address the possibility of

potential outbreaks. During large international sporting events, all three organizations, as well as government agencies at the national and local levels, increase surveillance of both infectious diseases and foodborne illnesses.

Immunizations: At the current time there are no mandatory vaccinations required of foreign visitors traveling to any of our three countries.

Infectious Diseases: There are currently no major endemic infectious diseases across any of our Host Countries.

Air and Water: The United Bid will coordinate with environmental and public health organizations to closely monitor air and water quality, and notify FIFA should there be concerns about the potential for air pollution. All three countries have rigorous laws and enforcements in effect to address the concern of air pollution, and air and water quality are monitored at the municipal level. Tap water is drinkable throughout Canada and the United States. At present time, it is recommended that visitors drink bottled water in Mexico.

Medication: Those who may require prescription drugs while visiting Canada are permitted to bring medication for their own use. In Mexico, medicines considered as controlled can only be prescribed by a doctor licensed to practice in the country. To introduce medicines of this type to Mexico, you must bring a prescription with the diagnosis, as well as the name and signature

of the prescribing doctor. Medications brought into the United States by visitors must be in their original packages, and it is advised to travel with only the amount of medication personally needed for the period of the visit. All prescription medications are required to be under the traveler's name.

20.3 Environmental Conditions

All three Host Countries have successfully managed large-scale sporting events and, while the summer months do experience warmer days, extreme temperatures are not the norm. Local and public health agencies will provide heat illness information to the population in general during the staging of the Competition. The United Bid will assist FIFA in providing prevention, education, and resources to mitigate the risks of heat illness should it be necessary.

If humidity and increased temperatures occur, and there is increased risk of exercise associated heat illness for the athletes or visitors, the United Bid will work with local organizers to ensure that stadiums and other official 2026 FIFA World Cup™ facilities are adequately prepared and climate-controlled where possible. Additionally, the United Bid will collaborate with each Match Commissioner and Venue Medical Director to comply with FIFA's heat guidelines to ensure player and referee safety at all times.

20.4 Private/Public Healthcare Systems

In all the Candidate Host Cities, there are several full-service hospitals with extensive medical sub-specialty services as well as academic hospitals that are world leaders in research and clinical medicine. Each hospital provides emergency care 24 hours daily, with operating rooms and cardiac catheterization capabilities available at all times. These hospitals work in conjunction with ambulance and emergency medical systems to coordinate and transport patients to the closest and appropriately specialized hospital.

All Candidate Host Cities have excellent rehabilitation facilities, including some that are national leaders in sport and spine services. Every hospital is equipped with state-of-the-art imaging equipment, including general radiology, ultrasound, MRI, and CT scanners. Physical, mental, and wellness rehabilitation services are also readily available.

20.5 How Foreign Visitors Cover Medical Expenses

It is not mandatory to have medical health insurance to visit the three Host Countries, but it is advisable. Visitors should first check to see if their current policy already provides coverage while traveling in Canada, Mexico, or the United States. Private hospitals in all three countries are covered by the main international insurance companies. If no policy is in place, it will be up to each individual to cover the costs of medical care,

should it be needed. During a visit to a hospital or clinic, patients will be asked to provide evidence of health insurance coverage or provide a credit card for payment.

20.6 Elite Athlete Medical Care/Coverage Within a 20 km Radius

Specific hospitals will be designated in each of the Host Cities for the treatment of athletes, referees, and FIFA delegates. The City Medical Director assigned to each Candidate Host City will coordinate the local experts involved to provide care, as well as serve as a liaison to each of the participating national teams to ensure that their needs are swiftly and fully met.

All Candidate Host Cities have professional athletic teams with the corresponding infrastructure in place to care for elite athletes. All stadiums are within 5 km of hospitals that provide full medical services and all training facilities are within 5 km of full service hospitals. All team hotels and FIFA delegate hotels are within 4 km of full service hospitals. The transport times for the elite athletes will be minimal.

All FIFA World Cup™ delegates will have equal accessibility to world-class health and medical care. Delegates will be provided with a comprehensive medical contact list, which will include surrounding hospitals and medical services.

20.7 Emergency-Related Services (Each City)

The United Bid benefits from well-designed and proven operational expertise for the management of natural disasters and large-scale health-related emergencies, and the three Host Countries consistently provide medical expertise and resources to meet needs around the world.

All our Candidate Host Cities have hosted large-scale sporting events, and have extensive experience in matters of safety and preparedness. The 2026 FIFA World Cup™ will also draw the support of the national governments in each Host Country and thus national security coordination. Emergency services will operate under the guidelines of a unified command operation established specifically for the 2026 FIFA World Cup™.

To address the numerous challenges of large-scale incidents or events such as the 2026 FIFA World Cup™, the existing National Incident Management System (NIMS), coordinated by the United States Department of Homeland Security, will be adopted to support efforts across the three Host Countries. This system will provide a consistent approach to prepare, respond, and recover from large-scale events, regardless of size and complexity, in the three Host Countries. This system will include an Incident Command Structure, a management system designed to enable effective and efficient domestic incident

management by integrating facilities, equipment, personnel, procedures, and communication within a common organizational structure. The result will be unprecedented coordination between our governments, medical officials, and local organizers.

Further, each Host City will engage all of its local and federal partners to create an overall Emergency Action Plan. This plan will establish pre-event preparedness and anticipate any potential issues that might arise during the 2026 FIFA World Cup™. United 2026 will partner with each Host City and the federal government to ensure immediate and appropriate response to any and all incidents.

The United Bid will also engage with various stakeholders in the development of mass casualty/disaster plans at the federal and local levels for all Candidate Host Cities across the three Host Countries.

Coordination Between Cities and Member Associations

Our three member associations already coordinate with football authorities at all levels, and each other, to ensure the highest levels of athlete care and protection. Through the United Bid, they will continue to share knowledge and resources as well as develop a comprehensive set of health and safety standards to be used in support of the 2026 FIFA World Cup™ and other FIFA-sanctioned events taking place in North America.

Preparation for Large-Scale Medical Emergency

A Unified Command: Emergency services will be coordinated in a unified command approach, using state-of-the-art intelligence and communication to manage and mitigate any and all emergencies involving the 2026 FIFA World Cup™ and associated events.

Each of the three Host Countries has a single system where all police, fire, and emergency medical services are instantly accessible through a single toll-free number (911), and emergency operators are standing by in each city to dispatch resources based on the nature of the incident. Because of the diverse backgrounds of people living in North America and the enormous number of annual international visitors to our three nations, multi-lingual dispatchers are widely available.

All advanced life-support ambulances are equipped with a wide range of emergency care equipment, allowing patient treatment to begin at the site of the incident and continue en route to the nearest appropriate hospital. All emergency response vehicles also have Standing Medical Orders (SMOs) that direct the highest standards of patient care. Ambulances are in direct communication with local hospitals to assist in the coordination of patient care as well as designating the best and closest hospital for that incident. In addition, several Candidate Host Cities also have at their disposal a vast array of specialized paramedic teams on bicycles, Segways, and carts.

In preparation for the 2026 FIFA World Cup™, the United Bid, in coordination with the Host Cities and their respective Offices of Emergency Management across the three countries, will create web-based practices and standards, as well as podcasts with tabletop exercises, to review potential incidents, which can be implemented across all the Candidate Host Cities. This will provide a means for the standardization of practices by first responders in advance of the tournament.

As outlined in Section 14, as part of the Safety and Security plan for the 2026 FIFA World Cup™, the United Bid confirms that emergency medical services will be provided inside stadiums for all participants, with designated personnel and equipment, including ambulances dedicated to players and officials. For other event participants, separate emergency medical personnel and equipment will be available inside the stadiums and a mass casualty plan will be part of training and exercises.

20.8 Hospital Coverage in Candidate Host Cities

The combined number of public and private hospitals available in the Candidate Host Cities is more than sufficient to serve the additional population visiting during the hosting of the 2026 FIFA World Cup™.

21

EXPENDITURE BUDGET AND TICKET REVENUES



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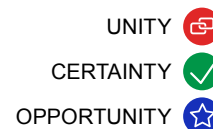
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21 Expenditure Budget and Ticket Revenues



21 Expenditure Budget and Ticket Revenue



The United Bid will stage a 2026 FIFA World Cup™ that delivers record attendance and revenues, providing FIFA with unparalleled economic certainty and opportunity that supports FIFA’s future vision for football and the success of the member associations in the next century.

The first 48-team Competition, hosted across three countries, necessitates a carefully developed budget that must align and be reconciled carefully with the budget in development by FIFA as part of the FWC Entity concept. Our expenditure submission attempts to meet the requirements of FIFA, while being cognizant that there is no template for this new FIFA World Cup™ structure. Furthermore, we have not yet had an opportunity to work side by side with FIFA to optimize the budget so that FIFA has a full and concise picture of the costs. We look forward to that opportunity.

The United Bid is confident that a 2026 FIFA World Cup™ hosted in North America will generate tremendous short and long-term benefits for FIFA and its member associations, and the sport of football, thereby justifying the required investment.

This point is further amplified by the hosting of the 2026 FIFA World Cup™ in North America not requiring additional budget linked to major infrastructure or capital-intensive projects.

Resources

The member associations’ Expenditure Budget (“Expenditure Budget”) and Ticketing Revenue projections have been developed after careful research and consultation with various resources and industry experts. Although the following expenditure and ticketing revenue forecasts have been summarized at a high level, the underlying detail and assumptions which inform these projections have been reviewed and validated by those sources.

21.1 Expenditure Budget

Approach

The Expenditure Budget, comprised of distinct budgets for the Initial Operational Phase (2018-2019) as well as the 2020-2027 period, have been developed through detailed analysis in accordance with FIFA guidelines.

Key assumptions have been leveraged for the development of the Expenditure Budget. Most notably, the United Bid has assumed the following:

- The 2026 FIFA World Cup™ will be staged with no public financing (other than the assumption of certain cost obligations such as national security measures as well as Host City costs as outlined in the hosting documents).
- Existing, state-of-the-art facilities will be used for all aspects of the 2026 FIFA World Cup™; with no financing for the development of stadium, transportation, or accommodation infrastructure required.

- The 2026 FIFA World Cup™ will be comprised of 16 Host Cities: three in Canada, three in Mexico, and ten in the United States; however, the United Bid has not attempted to predict which cities will ultimately host the Competition within each Host Country.

The budget has been developed in US dollars and applies forecasted US inflation rates to all figures. On average, inflation is projected at ~1.6% annually, in accordance with Economist Intelligence Unit estimates. Furthermore, in order to account for any unforeseen expenditures and cost appreciation, a 10% contingency has been applied for all costs.

Although the Expenditure Budget has been developed in accordance with the budget templates provided by FIFA, the United Bid used discretion in assigning costs for which categorization or inclusion was uncertain. In areas for which ownership of responsibility is unclear, disclaimers have been submitted in a dedicated spreadsheet alongside the populated budget templates. These disclaimers outline the United Bid's interpretation of responsibility for various costs. It is expected that FIFA will engage

in discussions with the United Bid during the Initial Operational Phase to agree on the source of responsibility for and scope of all cost items prior to finalization of the Expenditure Budget.

In this regard, we take the opportunity to provide an initial list of key deliverables that do not appear to rest with the member associations. We wish to raise the following to FIFA's attention:

- Sustainability: USD \$30-\$50 million – detailed plans have been developed to discuss.
- Stadium Grass Installation: USD \$30-\$40 million – recommendation that this be managed and delivered centrally for quality and consistency, although it might be considered part of stadiums.
- Ceremonies: USD \$35 million – Opening and Closing/Award Ceremony.

Results

The proposed 2026 FIFA World Cup™ Expenditure Budget totals ~USD \$657 million in 2018 dollars (see Table 1 for cost projections by category). The most significant expenditures are Workforce Management and Safety and Security, which collectively represent more than USD \$281 million.

Table 1: Member Associations Expenditure Budget summary (2018-2027)

Cost category	2018 USD \$ million	% of total	2026 USD \$ million (w/inflation)	% of total
Governance	66,145	10%	72,372	10%
Host City Management	34,063	5%	37,682	5%
Project Management	19,339	3%	21,473	3%
Legal	16,947	3%	18,493	3%
Finance and Procurement	57,878	9%	63,694	9%
Workforce Management	120,093	18%	133,960	18%
Commercial	23,460	4%	26,376	4%
Communications	69,467	11%	77,092	11%
Compliance	18,595	3%	20,218	3%
Marketing Operations	5,899	1%	6,577	1%
Training Sites	2,200	0%	2,485	0%
Stadium Management	53,896	8%	59,827	8%
Volunteers	2,767	0%	3,101	0%
Medical Services	5,719	1%	6,450	1%
Safety and Security	160,747	24%	182,667	24%
Total	657,214	100%	732,468	100%

Ticketing Market Overview

In accordance with FIFA specifications, a ticketing market overview has been conducted with regard to football match attendance, Host Stadium capacities, ticket price benchmarks, and legal restrictions on ticket pricing and sales. As we present our findings below, please be aware that the three Host Countries have a history of drawing capacity crowds to our major international events including the FIFA World Cup™, FIFA Women's World Cup™, FIFA Youth Competitions, as well as the Summer and Winter Olympic Games.

Additionally, North America is a sophisticated market for ticketing and new models are currently being developed across the sports and entertainment space. We have not factored in dynamic ticket pricing, which could have a positive impact on revenue, nor, per instruction, have we applied any premium on hospitality or other high-quality seats. Our proposed Host Stadiums average 9,500 high-quality premium seats each, totaling more than 750,000 total seats available over the duration of the Competition, so even a moderate premium applied per ticket would generate a substantial increase in potential revenue for FIFA.

Based on this history, we expect each and every one of the 80 matches to be sold out.

Football Match Attendance

Table 2 denotes attendance figures for the football teams located within each Candidate Host City:

Table 2: Average attendance at Candidate Host City football matches (2017)

Country	City	Club	Average attendance
United States	Atlanta	Atlanta United FC	48,200
United States	Seattle	Seattle Sounders	43,666
United States	Kansas City	Sporting KC	27,647
United States	Orlando	Orlando City FC	25,028
United States	Los Angeles	LA Galaxy	22,246
United States	New York/New Jersey	NYC FC	22,177
United States	Boston	New England Revolution	19,367
United States	Washington, DC	DC United	17,904
United States	Houston	Houston Dynamo	17,500
United States	Philadelphia	Philadelphia Union	16,812
United States	Dallas	FC Dallas	15,122
Canada	Toronto	Toronto FC	27,647
Canada	Montréal	Montreal Impact	20,801
Mexico	Mexico City	Club America	45,000
Mexico	Mexico City	Cruz Azul	33,000
Mexico	Mexico City	Universidad Nacional	25,000
Mexico	Guadalajara	Guadalajara	45,364
Mexico	Guadalajara	Atlas	30,000
Mexico	Monterrey	Monterrey	51,348
Mexico	Monterrey	Tigres UANL	41,886

A number of high-profile football matches have also been held within the Candidate Host City in recent years (see Table 3 for an attendance summary of select matches). These events represent a more appropriate benchmark given their international scope.

Table 3: Attendance at other football matches and events

Event	Location	Year	Attendance
International Champions Cup (ICC)	Los Angeles, USA	2017	93,098
Friendly: Mexico vs. Ecuador	Dallas, USA	2014	84,876
International Champions Cup	New York/New Jersey, USA	2017	82,104
Copa America Centenario	New York/New Jersey, USA	2016	82,026
CONCACAF Gold Cup	Dallas, USA	2013	81,410
International Champions Cup	Washington DC, USA	2017	80,162
Post-FIFA World Cup™ match	Miami, USA	2014	73,429
Copa America Centenario	San Francisco Bay Area, USA	2016	70,547
CONCACAF Gold Cup	Baltimore, USA	2013	70,540
International Champions Cup	San Francisco Bay Area, USA	2015	68,416

Stadium Capacities

The stadium capacity figures for each proposed Host Stadium appears in Section 8 of the Bid Book.



The stadium capacity figures for each proposed Host Stadium also appear in Template 4.

Prices of Comparable Events

Table 5 summarizes the range of prices for comparable sporting and entertainment events within the Host Countries.

Table 5: Ticket pricing benchmarks

League/event	Location	Year	Price (USD)
Boxing (Mayweather vs. Pacquiao)	Las Vegas, USA	2015	\$1,500-10,000
Super Bowl 50	Houston, USA	2017	\$900-3,200
NASCAR	Miami, USA	2016	\$25-1,500
ICC (Manchester United vs. FC Barcelona)	San Francisco, USA	2015	\$58-1,496
NBA All-Star Game	Toronto, CAN	2016	\$204-1,174
World Cup of Hockey	Toronto, CAN	2016	\$142-1,154
MLB World Series	Kansas City, USA	2015	\$45-750
NHL Playoffs	Edmonton, CAN	2017	\$77-448
Formula One: Mexico Grand Prix	Mexico City, MEX	2016	\$28-410
PanAm Games: Opening Ceremony	Guadalajara, MEX	2011	\$45-283
GRAMMY Awards	Los Angeles, USA	2017	\$350-2,700
WrestleMania	Dallas, USA	2016	\$42-2,360
U2 Concert	San Francisco, USA	2017	\$35-496

Note: MXN:USD exchange rate of 0.0807 applied in 2011; CAD:USD exchange rate of 0.77 applied to all CAD figures; price ranges apply to individual tickets and not to suites/hospitality.

Ticketing Revenue

Based on a 16 Host City format proposed by the United Bid, including the expected use of their high-capacity stadiums, the ticketing revenue is estimated to reach as high as USD \$2.1 billion.

However, per the Bid Requirements, FIFA requests a ticketing revenue budget based on a 12 Host City/Stadium model, which we forecast to generate USD \$1.8 billion (2026 value). In accordance with FIFA specifications, ticketing revenue has been projected assuming:

- 12 stadiums are selected to host the 2026 FIFA World Cup™ matches, the capacity for each match is the average capacity of all proposed stadiums, and seat deductions are applied for a Media Tribune, VIP/VVIP allocation, and seat kill contingency.
- Benchmarks from the FIFA World Cup™ in Brazil are used to inform the forecasted sell rate (99.2%). Finally, prices have been projected based on those from historic FIFA World Cups™ and validated against comparable ticket prices within the Host Countries (see Table 7 for a pricing breakdown).
- We applied historical averages for the allocation of Category 1-4 seating, with the exception being a smaller percentage made available for Category 4 (7%), given the unique demands of our ticketing markets.

Table 7: Ticket Pricing Summary (USD)

Round	Cat 1	Cat 2	Cat 3	Cat 4	Bus.	Skybox	Special	Average
Opening	\$774	\$614	\$320	\$60	\$2,201	\$2,201	\$581	\$724
Group	\$323	\$304	\$174	\$21	\$993	\$993	\$262	\$305
Round of 32	\$347	\$311	\$174	\$31	\$1,044	\$1,044	\$275	\$309
Round of 16	\$370	\$317	\$174	\$42	\$1,095	\$1,095	\$289	\$324
Quarter-Final	\$549	\$420	\$266	\$66	\$1,590	\$1,590	\$420	\$468
Semi-Final	\$1,072	\$716	\$411	\$84	\$2,910	\$2,910	\$768	\$913
3rd Place	\$720	\$542	\$336	\$66	\$2,060	\$2,060	\$543	\$609
Final	\$1,550	\$1,051	\$695	\$128	\$4,309	\$4,309	\$1,137	\$1,408

Although a ticketing revenue estimate of USD \$1.8 billion has been submitted, this value is viewed as conservative by the United Bid given the FIFA specifications that are used to inform the projection. Most notably, capacity for each match is assumed to be equivalent to the average capacity of all stadiums under consideration for the 2026 FIFA World Cup™. This assumption does not account for the fact that larger stadiums will typically host more matches than smaller stadiums or that the United States will host 75% of all matches. In addition, the net capacities used in these calculations are likely below the final agreed capacities given the additional existing spaces in most of our stadiums that can accommodate key groups, as well as anticipated seat kill requirements.

Stadium Rental Fees

We would also like to add that while the request for Stadiums Fees at this stage of the process was appreciated, the Stadium Authorities took the opportunity to protect themselves from some contractual uncertainty. This resulted in some fees that may be higher than normally expected. We have done our best to address these concerns and are confident clarity can be achieved once FIFA, the member associations and the stadiums have the chance to engage in direct talks.

In this regard, based on our understanding of the requirements, we had the stadiums exclude two key components in their initial fees:

- Possible postponement of the Competition
 - The stadiums did not factor insurance costs into their rental agreement fees to offset this risk. This cost is considerable so we explained to the stadiums this is a topic we can revisit at a later time.
- Use of Existing Stadium Services – The agreement states that Stadiums can assume, at a minimum, that they are responsible for what they normally deliver. Based on this, the stadiums sought clarity on the final scope of services they are meant to provide FIFA since it is not defined precisely in the agreement; therefore, creating uncertainty in their planning around some important work and revenue streams like concessions.

Leadership and Staffing

Our goals include:

- **Board and All Committees:** Having 50% diversity-based representation on the United 2026 Board and key committees, including a minimum of 30% women.
- **Management:** Having 50% diversity-based representation of senior-level roles, including a minimum of 30% senior-staff level roles held by women.
- **Performance Accountability:** Including the hiring of women and diverse candidates to the United 2026 workforce into the performance plans for senior leadership.
- **Zero Tolerance Policy:** Instituting a zero-tolerance policy for discrimination or harassment, including sexual harassment. United 2026 will also establish a grievance mechanism to ensure due process, appropriate protections, and transparency are assured.

We will work with FIFA during the Initial Operational Phase of planning to establish diversity and inclusion benchmarks, including a guarantee to provide equal pay to staff regardless of gender. At FIFA's direction, we will be transparent about our performance against these benchmarks and submit to independent reviews every 24 months throughout the lifecycle of the event and, based on the findings, make appropriate changes, as needed, to fulfill our commitment.



Sustainable Event Management, Human Rights And Environmental Protection

- 22 Sustainable Event Management
- 23 Human Rights and Labor Standards
- 24 Environmental Protection

Canada, Mexico, and the United States have joined together to deliver a United Bid that offers FIFA the power of Unity, the promise of Certainty, and the potential of extraordinary Opportunity – for the EVENT, the GAME, the FANS, and the WORLD.

22

SUSTAINABLE EVENT MANAGEMENT



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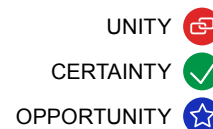
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22 Sustainable Event Management



22 Sustainable Event Management



The United Bid’s commitment to human rights, environmental protection, ethical behavior, and all other sustainable event management responsibilities goes well beyond just meeting the requirements outlined by FIFA. Canada, Mexico, and the United States, working together, have embedded principles and actions related to sustainability into every aspect of our hosting vision and strategy. We call our approach “Sustainability+.”

Sustainability+ embodies our commitment to plan and stage the 2026 FIFA World Cup™ as a socially responsible, ethical, and environmentally sustainable event. The work to contribute to sustainable development in each of our three countries, and beyond, will be orchestrated through Sustainable Event Management (SEM) principles in line with ISO 20121 and through the United 2026 SEM system.

The United Bid’s goals are guided by both international and domestic regulatory requirements, including the UN Guiding Principles for Business and Human Rights, and the United Bid’s Sustainability+ strategy. They include:

■ Environmental Protection &

Enhancement. We are able to host the 2026 FIFA World Cup™ with no major environmental impact from new stadium or permanent construction and can therefore focus on driving environmental performance.

We will embed material reuse, waste, and renewable energy solutions throughout our event operations. We will strive to deliver a carbon neutral tournament with no net loss of biodiversity. We will be the first to stage 100% of matches in stadiums with a sustainable building certification.

■ Human Rights, Labor Standards, and Social Responsibility.

We will embed respect for human rights to the core of our operations, seeking to provide protections against discrimination, safeguarding children, promoting labor rights, and ensuring freedom of expression and assembly among them.

■ Economic Development and Ethical

Business Conduct. We will work to create jobs and other economic opportunities in our three Host Countries, our Candidate Host Cities and all communities connected to the 2026 FIFA World Cup™. Working with FIFA, we will strive to encourage innovation and investment through multisector partnerships. We will establish a culture of compliance and ethics with strong governance and oversight, policies, training, audits, and reporting to help build trust with key stakeholders and the public at large.

■ **Sustainability Legacies.** The United Bid will work closely with FIFA and our Candidate Host Cities from day one to advance human rights and environmental protection, as well as social and economic

development while growing football across North America. Globally, we will focus on replicating best practices while fostering behavior change to help meet the UN Sustainable Development Goals (SDGs).

The SEM proposed by the United Bid provides the framework for how these environmental, social, economic, and legacy goals will be achieved, and governs the further development of any/all processes and policies related to sustainability. Our SEM follows Deming principles for managing planning, implementation, review, and continual improvement of United 2026 operations. Further, it is structured to ensure continuous implementation of our sustainability commitments throughout the event cycle. We will ensure management processes are in place to comply with applicable legal and other requirements, conduct ongoing stakeholder engagement, develop and implement sustainable event programs and operational procedures, and apply mechanisms for evaluating and improving the sustainability performance of the 2026 FIFA World Cup™. Finally, we will work with FIFA, stakeholders, and subject experts to ensure the final Sustainability Strategy and SEM are informed by the SDGs and make progress towards their achievements.

“The United Bid offers a tremendous opportunity to engage people across North America and around the world, especially the enormous and enthusiastic football community, to contribute meaningfully to the Sustainable Development Goals at all levels. Canada, Mexico, and the United States have submitted a plan that focuses powerfully on building a more sustainable world through football. The 2026 FIFA World Cup™ comes just ahead of the 2030 SDG deadline, so that great occasion, and the events leading to it, can deliver a very timely and important contribution to achieving the SDGs.”

Jeffrey Sachs, University Professor at Columbia University and Special Advisor to the UN Secretary-General on the SDGs

Commitment

The United Bid is committed to deliver, in collaboration with FIFA, lasting, positive environmental, social, and economic benefits to our three Host Countries, and the world, through our efforts to plan and stage the 2026 FIFA World Cup™.

We commit to establish and implement a SEM that embeds the following Guiding Principles:

- **Responsibility** – accountability for sustainable development by those whose actions affect social conditions, environmental performance and economic aspects.

- **Inclusivity** – meaningful engagement of all interested parties regardless of gender, disability, age, sexual orientation, ethnic or social origin, language, religion, political/ other opinion, birth, or any other reason.
- **Transparency** – timely, responsive, clear and complete communication about plans and decisions associated with staging the FIFA World Cup™.
- **Integrity** – behavior reflecting good conduct and consistent with international norms of behavior.
- **Respect** – for Internationally Recognized Human Rights, the environment, responding to stakeholder interests, and complying with the rule of law.

These principles are already embedded into the work of the United Bid and were used in the development of the Global Reporting Initiative (GRI) standards. A GRI-referenced report on our activities during the Bid Phase is included along with the Bid Book.

22.1 Sustainable Event Management System and Policies

The scope of the United Bid SEM covers all elements of the design and delivery of the Competition from bid stage to legacy. It includes sustainability policies, processes, and procedures that cover responsibilities over an extensive and complex area of influence. The proposed SEM and Sustainability+ Strategy will be executed through three key continual and iterative phases:

Planning

During the Planning Phase, United 2026 leadership will conduct stakeholder engagement in Canada, Mexico, and the United States to finalize the sustainability goals and scope, determine how compliance with legal, regulatory, and other requirements will be managed, and strategize on other sustainability elements, including the Football for Hope events and priorities. We will ensure the policies, procedures, and actions critical to this phase are undertaken. These include:

- Stakeholder Engagement
- Sustainability Goals and Scope
- Compliance Management
- Guiding Principles
- Risk Management
- Roles and Responsibilities

Implementation

The Implementation Phase guides the interaction between the United 2026 executive leadership, its subsidiaries, and the three member associations to execute the event, including new policies and procedures, in coordination with FIFA. This phase involves a set of inter-related elements defining how the sustainability goals and requirements will be managed across the three Host Countries. Key elements of implementing the SEM include:

- SEM Resources
- Internal and External Communications
- Operational Planning and Control
- Document Management
- Sustainable Sourcing Program
- Supply Chain Management Compliance

Review and Correction

During this third phase, progress and performance associated with Sustainability+ and the SEM are assessed, evaluated, and reported to FIFA and other stakeholders. The following procedures will inform and update ongoing planning:

- Sustainable Event Performance Monitoring
- Sustainability Reporting
- Incident and Grievance Tracking and Corrective Action
- Audit, Management Review and Continual Improvement

For more information on how these three phases will be conducted, please refer to the SEM Supplement.

22.2 Integration of the SEM with United 2026 Management Structures

Under FIFA's direction, the SEM governance we propose for United 2026 is one which fully integrates its leadership with FIFA and key stakeholders in Canada, Mexico, and the United States. United 2026 will liaise closely with its subsidiaries and the member associations in each country for the planning and delivery of the 2026 FIFA World Cup™.

Starting with FIFA's Office of Sustainability and Diversity, our SEM proposes to integrate several positions and roles linked to the operational and management structure of United 2026. At the highest level, we envision a sustainability representative as part of the United 2026 Board and a SEM Committee to advise the event Executive team, which will include a Chief Sustainability Officer (CSO).

We intend to offer a United 2026 Sustainability Team of qualified personnel across the organization, working closely via our Subsidiaries and member associations, with Host City teams, stadium representatives, and other relevant stakeholders. The team will also work across the United 2026 organization, engaging with individuals in key functional areas including operations, finance, legal and communications.

At the Host City government level, we propose to identify a sustainability manager to engage with the CSO and the Sustainability Team to coordinate activities associated with preparing and implementing the FIFA-approved Sustainability Strategy and SEM locally.

The following chart describes how these roles and our Sustainability+ approach is embedded throughout the Competition preparation and staging:



More information on the responsibilities at each level are found in the SEM Supplement.

22.3 Sustainable Procurement Process

The United Bid proposes a sustainable procurement process (or “sourcing process”) which, when finalized with FIFA, will help United 2026 and the member associations in Canada, Mexico, and the United States align their procurement choices with the overall Sustainability+ approach, while complying with all FIFA rules, the UNODC Strategy for Safeguarding Against Corruption handbook, and aligning with regionally and internationally trusted sourcing standards.

Working with stakeholders and FIFA, we will develop a sourcing process that will help United 2026 make ethically, economically-, environmentally- and socially-conscious choices and decisions that respect human rights. We will incorporate this process into procurement of all products and services, and when contracting with third parties. We will strive to leverage the spending power of the FIFA World Cup™, where possible, to advance sustainability, create value in the supply chain, contribute to brand equity, and support economic development in the Host Countries. Our approach will take into account FIFA’s regulations, local laws and best practices to prevent improper conduct while striving to ensure ethical business practices among all event stakeholders and within the supply chain.



For more information on sourcing, please see the SEM Supplement. For more information on embedding human rights into procurement, please see the United Human Rights Strategy.

Corruption Risks in Preparing, Hosting and Staging the FIFA World Cup™

In the planning and execution of any mega sports event there exist incentives, pressures, and opportunities for various parties to seek to engage in corrupt activities. Our preliminary assessment indicates that certain types of corruption risks may exist in the context of the FIFA World Cup™. These risks may include: conflicts of interest, kickbacks, money laundering, and misappropriation of funds for projects related to the 2026 FIFA World Cup™. Corruption risks are also present within key Competition areas, including advertising and marketing, government relations, approvals, permits and licenses, media contracting, procurement, transportation logistics, and third-party intermediaries.

Corruption risks associated with the planning and staging of this event exist in all three Host Countries, in areas including: securing procurement contracts, issuance of municipal licenses for event-related operations, waivers of environmental impact assessments, and other extraordinary measures implemented for the realization of the event. Although we believe that our overall corruption risk profile is relatively low, as soon as the United 2026 organization is formed, with FIFA, we will conduct a focused anti-corruption risk assessment, which will further inform our initial risk profile. United 2026 will monitor any risks associated with planning, staging, and hosting the 2026 FIFA World Cup™, including risks that may be related to

human resources, procurement, security, infrastructure, and legacy use or, issues such as bribery, collusion, embezzlement, fraud, patronage, nepotism, and the weak rule law. Outcomes from this work will inform the SEM Compliance Management policy included in the SEM Supplement (3C).



Please refer to the SEM Supplement for additional information on our risk assessment.

Measures to Prevent Corruption and Improper Conduct

Protection against corruption will be built throughout the United 2026 organization. We have planned measures and activities that strive to manage all manner of corruption risks and to ensure ethical conduct by the United 2026's leadership and its Subsidiaries, the three MAs, Host Cities and event stakeholders. These measures and activities include the following ten ethics and compliance program elements:

1. A Culture of Compliance and Ethics
2. Governance and Oversight
3. Risk Assessments and Due Diligence
4. Codes, Policies, and Procedures
5. Training and Communications
6. Speaking Up Program
7. Case Management and Investigations
8. Auditing and Monitoring
9. Third Party Risk Management
10. Continual Improvement

These programs will be led by an independent officer or appointed independent firm in charge of all elements of the United 2026 Compliance and Ethics Program. We will start with a detailed methodology and process to identify ethics risks and develop risk-mitigation activities to manage compliance. In connection to the SEM Planning Phase policy on compliance and in collaboration with FIFA, we will develop a set of compliance and ethics codes, policies, and procedures. There will be a training program to raise awareness on the minimum requirements associated with key compliance and ethics risks. We will institute a whistle-blowing mechanism for individuals to access during all phases of the event lifecycle, coordinated by a specific management program keeping track of processes and all related information.

A monitoring program will assess the effectiveness of compliance activities, including the sustainable sourcing process. We will also implement processes to manage and mitigate third-party risks, conducting due diligence and providing grievance mechanisms for the United 2026 workforce, suppliers and contracted personnel. Finally, an effective mechanism will be established for continually enhancing the overarching compliance and ethics program.



For more information on these ten programs, please refer to the SEM Supplement.

Plan for Ethical and Effective Business Practices Applied by Other Stakeholders

Through our SEM, all stakeholders involved with the 2026 FIFA World Cup™ are automatically incorporated in the Compliance and Ethics Program and the sustainable sourcing process. Our approach ensures that the supply chains and associated third parties are informed, monitored, and managed to ensure compliance with FIFA World Cup™ requirements, as well as all local laws.

Our SEM also includes best practices for stakeholders' compliance.



For more information, please see the SEM Supplement.

- Prepare sourcing plans, processes, and specifications, and align with recognized sourcing standards
- Create contracting as well as code of conduct procedures
- Develop partnerships and capacity building
- Review sourcing performance



Details of our sourcing program measures are available in the SEM Supplement.

For more information on the United Bid's commitment to embed human rights and labor standards in sourcing and contracting, please refer to Procurement Section of Section V of the United Human Rights Strategy.

For more information on sourcing and environmental protection, please refer to Section 24.

22.4 United 2026 Supply Chain and SEM compliance

The United Bid plans to integrate the supply chain into the proposed SEM by expanding our sustainable sourcing program to include a set of new policies, procedures, codes of conduct and management processes, incorporating all elements of our compliance management policy in the SEM Planning Phase. To ensure that United 2026, its subsidiaries, and the member associations address requirements with contractors, sub-contractors, and third-parties, we will integrate our overarching sourcing program with our compliance measures, including the following steps:

- Establish a sourcing working group including human rights and sustainable procurement experts
- Integrate sustainable purchasing best practices and innovation

22.5 Stakeholder Engagement

Engaging with stakeholders has proven invaluable to the bidding process, helping the United Bid identify numerous elements critical to the successful implementation of our sustainability strategy. The scope of our engagement with stakeholders encompassed two main areas: (1) human rights, labor standards, and social responsibility, and (2) environmental protection. The stakeholders were identified and engaged based on their domestic and/or international expertise in key areas, or for being from groups or organizations that could affect – or be affected by the activities or decisions of United 2026. From the foundation established during the process of developing the United Bid, we will build the stakeholder engagement plan for sustainability for United 2026.

United 2026 Stakeholder Engagement Plan

Using the framework and process outlined in AA1000 Stakeholder Engagement Standard, we will begin with mapping the areas covered by the SEM against stakeholders engaged in the process thus far, identifying any gaps.

From there, we will work with FIFA to outline the format of how to engage most effectively with stakeholders based on the needs of the SEM (e.g. compliance, ethical conduct, human rights, environmental protection, sourcing), gaps identified or areas of heightened risk, and the geographic footprint of the event. The planned engagement will likely include a combination of consultation, multi-stakeholder panels and workshops, partnerships, and integration into operational planning. We will ensure that the proposed engagement plan is properly resourced, capacity needed to foster engagement is built, and that engagements conducted are focused, inclusive, and solutions-oriented. To make certain these engagements serve the needs of the SEM, we will ensure outputs, including summaries of concerns, proposals, recommendations, and decisions, are tracked to action plans which address them. Finally, we will monitor and evaluate engagements of all formats, ensuring they effectively address the concerns raised and actions taken. With FIFA, we will establish an ongoing stakeholder engagement process, building off what has

been started, as well as a formal Advisory Sustainability Panel to advise on sustainability plans and performance throughout the event lifecycle.



For more information, please see the SEM Supplement and the Stakeholder Engagement process for human rights described in Section 23.3, as well as the United Human Rights Strategy.

22.6 United Bid Sustainability Report based on the Global Reporting Initiative (GRI)

A GRI-referenced sustainability report was prepared for the United Bid during the bidding process. The report accounts for activity between May 1, 2017 and December 31, 2017 and details the United Bid's organizational strategy, governance structure, and organizational requirements to ensure good governance including ethical conduct, compliance and stakeholder engagement. The report also accounts for KPIs including air travel, GHG emissions, and offsetting, and highlights the bid's commitment to social responsibility including efforts to raise funds to support Candidate Host Cities and other communities impacted by natural disasters. If awarded the opportunity to host, United 2026 would publish GRI reports throughout the 2026 FIFA World Cup™ event lifecycle, at the direction of FIFA.



To access the full GRI-referenced report, please see the GRI Supplement.

22.7 United Bid Sustainability Legacy

The 2026 FIFA World Cup™, combined with the global reach and influence of football, provide a unique opportunity for the United Bid to deliver a meaningful and measurable sustainability legacy, in line with Football for Hope and other FIFA sustainability priorities. For that end, the United Bid proposes to team with FIFA on a transformative approach to identify, measure, and communicate the positive social and environmental impact of the 2026 FIFA World Cup™ and the game more broadly. Each area of social impact will be measured and valued, and our efforts will be planned with scalability, sustainability, and impact at their core. Measuring and communicating these impacts with the same rigor, transparency, and clarity used to measure financial outcomes, we will be able to communicate the social and environmental returns on the United 2026 sustainability legacies because, what's not measured, can't be treasured.



Consistent with the United Bid's overall legacy our Sustainability legacy is further described through the lens of the EVENT, the GAME, the FANS, and the WORLD in the SEM Supplement.

23

HUMAN RIGHTS AND LABOR STANDARDS



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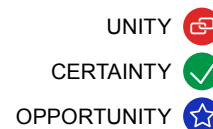
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23 Human Rights and Labor Standards



23 Human Rights and Labor Standards



The United Bid has woven its commitment to human rights into the fabric of the bid submission and plans for hosting the 2026 FIFA World Cup™.

The human rights requirements outlined by FIFA for the 2026 FIFA World Cup™ are the most extensive ever contemplated for a mega-sporting event. The United Bid is committed to working with FIFA to pursue those ambitious objectives, and to establish a model that future FIFA World Cup™ organizers, and others across the global sports landscape, can follow and use to promote human rights and social development.

23.1 Our United Commitment

The United Bid fully commits to respecting human rights in all aspects of our work before, during, and after the staging of the 2026 FIFA World Cup™, in accordance with the UN Guiding Principles (UNGPs) on Business and Human Rights.

Our commitment embraces all Internationally Recognized Human Rights, including those contained in the International Bill of Human Rights (consisting of the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social and Cultural Rights) and the principles set out in the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

Where we identify potentially adverse impacts on the human rights of people belonging to specific groups or populations, or in specific circumstances, we have considered other international standards and principles that elaborate on the rights of such individuals, including standards concerning indigenous peoples, migrant workers and their families, national, ethnic and religious minorities, people with disabilities, women, race, LGBTQI+, journalists, and human rights defenders.

In line with the UNGPs, we are committed to taking measures, based on in-depth due diligence, to avoid causing or contributing to adverse human rights impacts through our own activities and those of partners and to remediate such impacts when they occur. We will seek to prevent or mitigate adverse human rights impacts that are directly linked to our operations, products, or services by our business relationships, even if we have not caused or contributed to those impacts. Further, we will exercise our leverage, and seek to increase our leverage where necessary, in connection with adverse human rights impacts arising through our business relationships.

Our commitment based on the Competition lifecycle, and salient human rights risks, includes:

- **Equality of Opportunity and Inclusivity:**

Within our organization, throughout all our activities, and the activities of our business partners, we will prohibit discrimination of

any kind. Furthermore, we will place particular emphasis on promoting gender equality and preventing all forms of harassment, including sexual harassment.

- **Child Safeguarding:** We will strive to develop policies and procedures to safeguard children, and strive to provide development and educational opportunities to youth as part of our volunteer programs.
- **Freedom of Expression and Assembly:** We commit to protecting the right to free speech, putting in place policies and procedures to ensure the safety and protection of journalists, and to support the right to peaceful protest.
- **Labor Rights:** We are committed to upholding and promoting international labor standards, in particular the principles enshrined in the ILO Core Labor standards. We will ensure minimum wage levels are effectively enforced and will implement relevant procedures to ensure respect for labor standards by our staff and business partners, and in all aspects of our operations.
- **Land Acquisition and Housing Rights:** While no new stadiums will be constructed, we will respect international human rights standards where temporary land usage related to the staging of the Competition involves expropriations or temporary displacement.
- **International Travel and Movement:** All three countries have principles of due process and equal protection which apply to

every person. We will work with government leaders at all levels to provide an inclusive atmosphere that celebrates diversity and welcomes players and officials, fans, media, volunteers, and other key stakeholders. We will advocate to ensure that everyone who safely wants to be part of the 2026 FIFA World Cup™ will be able to do so without discrimination or undue hindrance.

- **Privacy Rights:** We will strive to ensure that the personal and financial information of players and officials, fans, media, volunteers, and others involved in the staging of the tournament will be safeguarded, particularly with regard to ticketing, event-related apps, social media channels, and public WiFi networks in event-related spaces.
- **Security:** Providing for the safety of millions of players and officials, fans, staff, volunteers, media, and others attending, otherwise involved in, or affected by the 2026 FIFA World Cup™, may impact certain human rights, such as freedom of movement, expression, and assembly. We will work with FIFA, government officials at all levels, and all partners and vendors to minimize any such impact, ensuring it is necessary and proportionate, while taking into account legitimate security concerns. We will strive to use our leverage with relevant authorities to ensure all security personnel receive appropriate training so as to perform their duties in line with international standards on human rights.

Furthermore, we will include such standards in our relationships with private security companies that are contracted to provide such services.

Guided by the approach outlined in our human rights strategy, we will:

- Embed our commitment to respect human rights throughout our activities and engage in ongoing due diligence to assess actual and potential human rights impacts, integrating and acting on credible findings, tracking responses, and communicating how impacts have been addressed.
- Provide for or enable access to appropriate, effective mechanisms to identify and address grievances for those whose human rights may have been impacted by our own activities or those of our partners.
- Commit to processes of remediation of adverse human rights impacts in connection with the hosting and staging of the Competition. Where national laws and regulations and international human rights standards differ, or are in conflict with each other, we will follow the higher standard where we can do so without infringing on domestic laws and regulations. Where national context risks undermine our ability to ensure respect for Internationally Recognized Human Rights, we will constructively engage with the relevant authorities and other stakeholders and make every effort to uphold our international human rights responsibilities.

We will fulfill this commitment by engaging stakeholders in the governance, strategy development, and operations processes, and abiding by the principles of inclusivity, materiality, and responsiveness as set out in the AA1000 Stakeholder Engagement Standard.

Delivering on our Commitments

Embedding respect for human rights is a fundamental part of our proposed Sustainable Event Management (SEM) system. Key elements of the SEM system related to our human rights strategy include, but are not limited to:

- Ensuring our human rights commitment, including our commitment to non-discrimination and diversity, is communicated to everyone associated with our activities, from the Board of Directors down to human rights stakeholders.
- Embedding transparency and respect for human rights and prohibition of discrimination, in all its forms, in all contracts and policies in our sustainable procurement policy and supplier code of conduct.
- Building understanding and capacity to act in a way which both respects and promotes human rights for all United 2026 board members, staff, volunteers, contractors, suppliers, and service providers.
- Integrating stakeholder engagement and communication into the governance, strategy, and operational processes of United 2026 and Host City activities.

23.2 Our Human Rights Strategy

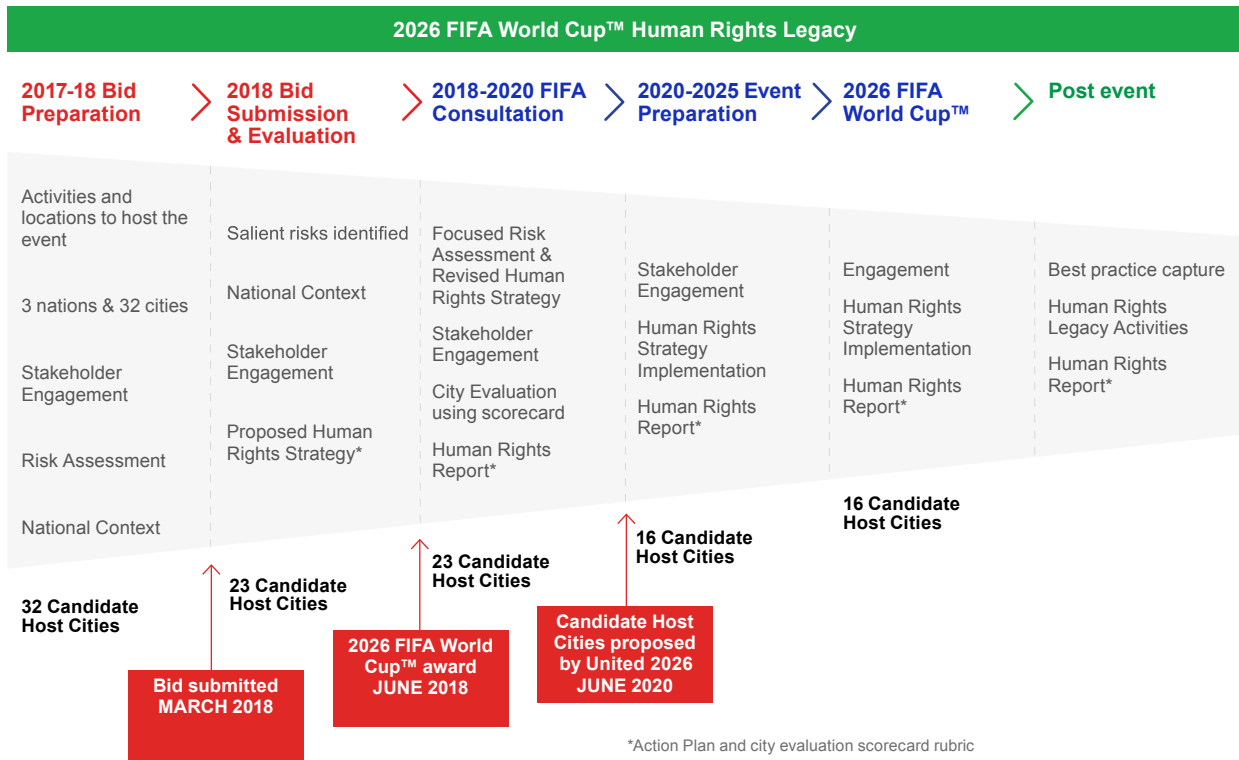
The human rights at risk due to activities and business relationships occurring through planning and staging of the 2026 FIFA World Cup™ will be the focus of our strategy. We anticipate that by addressing these risks there will be significant legacies for human rights in contexts not directly associated with the Competition. The United Bid’s human rights strategy features several core principles:

- **We will build on existing protections.** All three Host Countries are stable constitutional democracies with a strong commitment to the rule of law and established legal protections for human rights. There is also a strong civil society that advocates for protection of human rights. We will strive to support our governments, cities, and civil society partners

in their efforts, wherever possible. The aim is to complement, rather than duplicate.

- **We will create leverage through competition and performance.** The United Bid offers more Candidate Host Cities than required, a tremendous source of leverage in embedding respect for human rights into FIFA’s plans for staging the Competition. During the Initial Operational Phase, we will work with FIFA to provide a scorecard to help assess Candidate Host City performance on human rights and measure progress throughout the lifecycle of the event.
- **We will work together.** We will earn the trust of and engage stakeholders across our three Host Countries, thereby enrolling hundreds of agents of change to stage an inclusive, tolerant, and diverse Competition.

United 2026 Human Rights Strategy Process



- **We will measure impact and continue to improve.** We are committed to systematically tracking, measuring, and reviewing our performance, and incorporating what we've learned to achieve the greatest possible impact.

Identifying and Assessing Risk: In identifying and assessing risks to human rights, we examined: (1) risks associated with activities and locations (stadiums, cities, airports, factories in the supply chain, social media, etc.) related to the staging of the Competition; (2) risks associated with national, state/provincial, and municipal

context of laws and practice; and (3) risks to people from activities, locations, and geographic context. We also commissioned an independent study of our three countries to identify any potential gaps in their human rights protections. This report informed our thinking around the most likely salient risks related to human rights in the context of organizing and hosting the 2026 FIFA World Cup™.



These salient risks and a summary of legal protections provided in our three countries are detailed in Table 1 (below), as well as in Annex 1 of the United Human Rights Strategy, and in the independent study by Ergon Associates.

Table 1: Legal protections of human rights in the national context

Human rights risks identified	Canada	Mexico	US
Right to life, liberty and security of the person	✓✓	✓✓	✓✓
Right to due process	✓✓	✓✓	✓✓
Freedom of expression and assembly	✓✓	✓✓	✓✓
Freedom of movement and travel	✓✓	✓✓	✓
Non-discrimination	✓✓	✓✓	✓
Disability access	✓✓	✓✓	✓✓
Privacy	✓	✓	✓
Labor rights	✓✓	✓	✓
Land and property rights	✓	✓	✓✓
Housing	X	✓✓	X
Participation in conduct of public affairs	✓✓	✓✓	✓✓
Trafficking	✓✓	✓✓	✓✓

Legend

✓✓	Protections exist and are aligned with international standards, or broadly aligned with minor gaps
✓	Protections exist but with some gaps
X	Substantial gaps or no legal protections

Action Plan for Our Human Rights Strategy:

Our proposed strategy addresses the salient risks we have identified by providing a roadmap for each area. Specifically, our plan includes:

- Steps to embed protections into operational policies and procedures concerning the area of risk, for both our activities and that of our partners.
- Guiding Candidate Host Cities on how they can engage with human rights stakeholders to construct effective and local due diligence processes to identify, prevent, and remedy areas of risk as part of their candidature, and afterwards if selected as Host Cities.
- Creating and exercising leverage to ensure respect for human rights in all aspects of planning and executing the event.
- Tracking, verifying, and accounting for effectiveness of measures taken and standards upheld, as well as reporting publicly on any adverse impacts to human rights and how they are handled.
- Ensuring grievance mechanisms are in place to address negative impacts and ensure fulfillment of the effectiveness criteria set out in principle 31 of the UNGPs.



The full action plan can be found in Section V of the United Human Rights Strategy.

Monitoring: In cooperation with partners and stakeholders, we will monitor progress of all those involved in preparing for and hosting the Competition relating to human rights issues.

The monitoring process will vary depending on the context, however, key components will include: a program and scorecard whereby cities are asked to compete on their human rights performance using metrics addressing a range of human rights issues, leveraging best practice from the private sector, as well as multi-stakeholder monitoring.



For additional information on monitoring in each risk area, please see Section V of our United Human Rights Strategy.

Grievance Mechanism: Our goal is to create, with FIFA, mechanisms for all of those who have been negatively impacted by activities related to the staging of the 2026 FIFA World Cup™ to both know about their potential routes for complaint and grievance and have trust in their use. We will work with FIFA to develop a framework to ensure existing mechanisms are aligned with any public or state-based judicial and non-judicial mechanisms, fortified (as needed), and gaps filled. Grievance mechanisms to fill gaps would be designed to ensure fulfillment of the effectiveness criteria set out in principle 31 of the UNGPs.



For more information on our approach to addressing grievances, please see Sections IV and V of our United Human Rights Strategy.

Response to Grievances Raised: Where specific grievances are raised we will take relevant steps to ensure that, to the extent possible, such negative impacts are remedied.



For more information, please see our United Human Rights Strategy.

23.3 Stakeholder Engagement for Human Rights Strategy Summary

The United Bid employed a robust stakeholder engagement process in line with the AA1000 Stakeholder Engagement Standard in the course of developing our proposed human rights strategy.

Purpose and Scope: Our purpose for engaging with human rights stakeholders was to help develop key aspects of our human rights strategy as prescribed in the bidding requirements. The scope of engagement focused on potential risks to human rights associated with the staging and hosting of the tournament in the Candidate Host Cities across our three countries, including risks associated with security, land rights and usage, labor rights, including human trafficking, the rights of children, protections against

discrimination in all its forms, and ensuring freedom of expression and peaceful assembly and right to privacy. Actions to protect human rights covered all aspects of the operations related to the Competition. The time frame of issues undertaken by stakeholders included current concerns as well as ones over the lifecycle of the Competition.

Mapping and Identifying Stakeholders:

The process of mapping and identifying stakeholders included the following steps:

- Engaging with individuals, groups, and organizations active in human rights globally, the international Mega Sporting Events (MSE) platform for human rights, and through national stakeholders.
- Contacting human rights experts, groups, and organizations at the national level for Canada, Mexico, and the United States referred to by those active in the MSE platform.
- Engaging with leadership in each of the Candidate Host Cities.
- Identifying any gaps in representation in the three countries and seeking referrals.



A full list of stakeholders engaged is found in Annex 3 of the United Human Rights Strategy.

Stakeholder Engagement Activities:

Stakeholder engagement for the bidding process included: (1) one-on-one consultations with those active in the MSE platform or civil rights at the national and international level; (2) consultations with Candidate Host Cities to inform them of human rights requirements, answer questions or concerns they have, and solicit specific information for use in the proposed human rights strategy; and (3) involvement in facilitated multi-stakeholder forums in January 2018 (Washington, DC and New York City), and March 2018 (Mexico City) with over 60 representatives from more than 30 organizations and all three Host Country governments.

Engagement, Outputs and Action Plans:

The outputs of our stakeholder engagement included: (1) a refined list of risk areas for the national context of all three countries; (2) specific information regarding risks, existing due diligence processes, and grievance mechanisms in Candidate Host Cities; and (3) stakeholder-provided assessment of risks and proposals – all of which were integrated into our human rights strategy.



Please see Annexes 3 and 4 of the United Human Rights Strategy for more information.

23.4 Human Rights and Social Legacy Youth and Social Development

The United Bid proposes a new blueprint for social impact through football, which embeds our commitment to human rights and the development of the sport. It incorporates science-based approaches, technology, and partnerships across sectors to maximize impact. Starting in North America to then expand worldwide, this blueprint addresses FIFA's 2.0 vision and the scope of Football for Hope.

The United Bid has identified physical and mental health, gender equality, inclusion (ensuring all children have access to the sport of football for their personal and community development), education (including the development of curricula integrating football and school disciplines), and healthier lifestyles generally as the most critical issues we will address with our youth and social legacy, prioritizing underserved communities.

Past efforts to implement football and development programs have found mixed results around the world due to a variety of both local and structural challenges. Our model addresses these challenges by ensuring our initiatives are viable, financially sustainable, and scalable while also delivering meaningful, measurable effects.

Minutes from Football

The centerpiece of our youth/social legacy is the creation of “Minutes from Football”, an initiative to link existing and newly developed mini-pitches, and other safe spaces to play, to systematic programming. This blueprint will also be enabled by technology, allowing real-time monitoring of usage and conditions to deliver greater results and efficiency.

Working closely with FIFA, we will encourage and enable the development of 2,026 mini-pitches and other safe spaces to play across North America in honor of the 2026 FIFA World Cup™. We recognize that the development of mini-pitches linked to social programs on their own is not a new concept which is why, consistent with our overall hosting strategy, we will invest our energy and resources towards improving existing and to-be-developed spaces and enhanced programming, rather than building new infrastructure. We will ensure that all play spaces built are connected to programming with proven results.

We will begin by engaging with successful efforts in each of our three Host Countries, including Canada’s Soccer Pathway and Active Start Soccer Fests programs, Grassroots Mexico and Abrazos por el Futbol (Unite by Football) of the

Mexican Football Federation, and in the United States, the U.S. Soccer Foundation’s flagship programs: Soccer for Success and Safe Places to Play.

Our concept includes:

- Using science-based approaches and applied research to maximize impact of football programming on key social issues such as health, education, and other sustainable development goals.
- Improving the utility of the programs through urban design-based models to strategically locate and develop/select football pitches and safe places to play.
- Applying the latest technology to enable effective program management, evaluation and ability to scale-up and replicate.

As required by FIFA, the United Bid will propose three potential sites for the Football for Hope Festival (or other sustainability related events) for exclusive use by FIFA for one month during the 2026 FIFA World Cup. Each of our Candidate Host Cities offers qualified locations for these events, and we expect many of them will be part of the Minutes From Football network, once activated. We will work with FIFA to determine which of the qualified locations is best suited for these events as part of the planning phase.

Priority Issues in Each Country: The United Bid will prioritize specific target issues and underserved populations, consistent with our commitment to inclusivity and promoting wellbeing in each of our three Host Countries. They include:

- Canada: Social inclusion and life-long health, focusing on indigenous groups and other minorities.
- Mexico: Advancing gender equality and promoting youth health.
- United States: Supporting underserved communities, focusing on education, social harmony, and healthier lifestyles.

Commitment and Funding Model: The United Bid will collaborate with FIFA to secure the necessary funding for this program. We have allocated USD \$20 million in our budget for this initiative.

The optimal funding level for these programs is greater than what is budgeted, but the difference can be addressed through various public/private financing concepts. We have begun to explore options to be reviewed with FIFA at the appropriate time.

The U.S. Soccer Foundation has committed to build 1,000 pitches between now and 2026, and local efforts in Canada and Mexico are being considered. The United Bid discussed these initiatives with our Candidate Host Cities, and other communities and organizations across North America, and they are already motivated to ensure community development through football. We anticipate the program will directly benefit at least one million girls and boys in each of our three countries before 2026.

Impact Valuation: The United Bid proposes to team with FIFA on a transformative approach for impact valuation, to identify, measure, and communicate the social positive impact of the game.



More details on this approach and the “Minutes from Football” initiative can be found in Annex 5 of the United Human Rights Strategy.

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ENVIRONMENTAL PROTECTION



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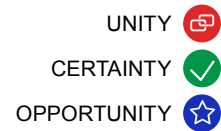
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24 Environmental Protection



24 Environmental Protection



The United Bid hopes the 2026 FIFA World Cup™ will establish new standards for environmental sustainability in sport and deliver measurable environmental benefits to our three Host Countries and Candidate Host Cities before, during, and after the staging of the Competition.

24.1 The United Bid Commitment to Environmental Protection

Working closely with FIFA, we will organize the 2026 FIFA World Cup™ as a responsible, ethical, and environmentally sustainable event, striving for the entire event lifecycle to be a powerful platform from which to foster better environmental awareness, promote environmental protection, and deliver enhanced sustainable goals for generations to come. This reflects the United Bid's **Sustainability+** approach.

We will inspire the football community to connect their passion for the game with a reinvigorated or new conviction for environmental stewardship and a truly sustainable sporting agenda.

We will support our Candidate Host Cities in their efforts to improve their environmental performance and make progress towards their own sustainability goals and the UN's Sustainable Development Goals (SDGs), and by enabling collaboration between and across sectors in relation to the planning and staging of the 2026 FIFA World Cup™.

We will comply with all relevant domestic and international environmental regulations, agreements, and protocols on planning, construction, and environmental protection, and will strive to meet or exceed the highest environmental standards in all planning and staging activities related to the 2026 FIFA World Cup™.

Delivering on our commitments: Our approach to environmental protection and environmental sustainability, to do what is required and more, is fully integrated into the proposed Sustainable Event Management system (SEM) is part of our overall **Sustainability+** goal.

The United Bid Executive team, including the Chief Sustainability Officer, will lead the effort to fulfill the commitments outlined, in coordination with FIFA and all relevant stakeholders, including our partners in the Host Cities.

Key environmental policies, procedures, programs and initiatives in our SEM include:

- Meaningful stakeholder engagement and communications
- Environmental plans and procedures for overlay construction and competition operations
- Carbon Management Plan
- Requirements for environmental protection for significant sites
- Awareness raising, training and capacity building for environmental protection

- Sustainable procurement requirements for contract managers and providers of materials, supplies and services
- Monitoring, evaluation, reporting and continuous improvement against environmental goals, targets and metrics

Environmental goals: The United Bid has established a set of goals and targets that articulate our environmental vision directly resulting from all stages of preparing and delivering the Competition and into legacy. Our goals are integrated with the policies and plans as part of our SEM and will be supported with a program of measuring, monitoring, feedback, and continuous improvement.

Carbon and Climate Change

Carbon Neutral FIFA World Cup™. No increase in Host City physical climate risks.

Energy

Energy Smart FIFA World Cup™. Energy consumption minimized and competition powered with renewable energy.

Water

Water Smart FIFA World Cup™. Water consumption minimized, potable water used only for potable needs and drinking water in plastic bottles avoided.

Waste

Zero Waste FIFA World Cup™.

Transport

Sustainable transportation options for journeys to the Competition venues.

Sourcing Materials

Goods and services sourced via sustainable procurement process.

Biodiversity

Improved quantity and quality of biodiversity at event sites. New green open spaces and no net loss of biodiversity.

Food

Healthy, sustainably produced food and beverage options available at all stadiums and venues. Sustainable procurement and donation of excess food.

Air Quality

No violation of relevant National Ambient Air Quality Standards.

Cultural Heritage

Cultural heritage protected, enhanced and promoted.

24.2 Environmental Impact Assessment

The United Bid commissioned an independent Environmental Impact Assessment (EIA) to identify risks, issues and opportunities for responsible environmental protection and enhancement throughout planning, staging, and post-tournament legacy phases of the 2026 FIFA World Cup™. The EIA methodology was developed using international best practice, with reference to and analysis of Candidate Host City environmental regulations and guidance, FIFA's requirements, best practice for global sports events, relevant international standards and protocols, and input from stakeholders.

The EIA provided: (1) an assessment of the environmental baseline in Candidate Host Cities; (2) an overview of potential environmental impacts from staging the Competition through materiality analysis; and (3) recommended strategies for mitigating impacts and providing environmental enhancement.

The Environmental Baseline: The EIA assessed existing environmental baselines for a sampling of the Candidate Host Cities which are representative of the range of potential environmental conditions in Canada,

Mexico, and the United States. The baselines vary as a function of existing environmental challenges within the local and national context. All cities face the need for energy efficiency and reducing carbon emissions, while also adapting and building resilience to the threats from climate change.

The baseline conditions also revealed an impressive range of environmental action programs already in place across the Candidate Host Cities on climate actions to reduce carbon emissions, the use of zero emission vehicles, increasing acceptance of low-carbon, high-quality mass transit and supporting a shift away from private motor vehicles to promote cycling and walking, with bike share schemes running in over 80% of the cities analyzed.

Improving climate preparedness and increasing the amount of green infrastructure and urban tree canopies feature heavily within the sustainability and resilience plans of many of the Candidate Host Cities. In tandem with changing patterns and types of mass transit, these measures are helping to mitigate the effects of severe weather from climate change and to tackle issues of urban air pollution, biodiversity loss, and flood risk.

Finally, given their significance to the 2026 FIFA World Cup™ sustainability performance, the baselines for waste, recycling, and water efficiency are also important. It is reassuring to see that some cities (predominantly those in Canada and the United States so far) have introduced tough targets for tackling these issues, such as achieving “zero waste” by 2020. These targets are generally supported by comprehensive citywide regulations, plans, and community engagement programs.

The United Bid’s aim is to use the planning and staging of the 2026 FIFA World Cup™ to help support our Candidate Host Cities in their efforts to accelerate environmental progress. While all the Candidate Host Cities hold major sporting events and are used to impacts from large numbers of fans and visitors, the FIFA World Cup™ only operates for a fixed period and impacts on the cities will be short-term. Still, the 2026 FIFA World Cup™ is a unique opportunity not just to avoid exacerbating existing environmental conditions, but to be a force for catalyzing positive environmental change into legacy, a transformation opportunity the United Bid intends to maximize.

Environmental Impacts: From the materiality analysis, the EIA identified a number of issues and impacts predicted from staging the tournament. As each Candidate Host City has an existing stadium, no major construction or major infrastructure upgrades

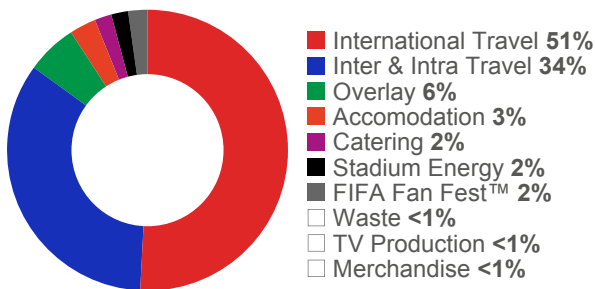
are required and, unlike previous FIFA World Cup™ Competitions, there will be no environmental (or long-term economic) impacts from such construction. These “avoided impacts” are a key consideration in the United Bid EIA scope and methodology.

Nevertheless, the United Bid understands and does not underestimate the impact of hundreds of thousands of fans and other visitors resulting from the staging of a FIFA World Cup™. Priority environmental impacts identified in the initial materiality analysis include those related to carbon emissions, energy, materials, waste, transport, air quality, biodiversity, and water. Of these, carbon, transport, air quality, materials, water, food, and waste were identified as key aspects on which the United 2026 and the Candidate Host Cities should focus.

Carbon Footprint: The United Bid’s preliminary estimate for the Competition’s carbon footprint, based on recognized calculation protocols and boundaries, is 3.6 million metric tons.

Travel (inter- and intra-city and international transport) is responsible for 85% of the footprint. The overlay and accommodation (for all FIFA World Cup™ teams, officials, visitors, broadcast and media) contribute 5.5% and 2% of total emissions, respectively.

Carbon Footprint



For more details on the Competition's carbon footprint, including proposed action to reduce each element of the footprint, please see the EIA report.

Mitigation and Enhancement: The United Bid's environmental enhancement and mitigation measures can be integrated into the proposed SEM. In other words, environmental sustainability is integral to our entire approach not an "extra" but a concrete plan to have a meaningful environmental legacy. Specifically, our measures have been grouped under a series of themes consistent with our environmental goals and the EIA, including:

Climate Change: Our approach to the planet's greatest threat covers adaptation (protecting cities from the impacts of climate change) and mitigation (reducing greenhouse gas emissions). For adaptation, United 2026 can work with Host Cities to understand their climate-related risks in relation to the staging of the competition and help identify opportunities to collaborate with other Candidate Host Cities and key stakeholders to learn lessons about practical resilience measures and improve existing adaptation strategies.

Under mitigation, we propose a "total

carbon" approach, using input-output method to calculate Scope 1 (e.g. buildings and transport fleet), Scope 2 (e.g. from electricity and heat) and Scope 3 (e.g. from procurement) carbon (and other greenhouse gas) emissions for all construction, operation, and purchasing associated with staging the Competition. This will drive our decision-making around energy efficiency, renewable energy, transport, waste, and sustainable procurement. We will also use the analysis of Scope 3 emissions associated with procurement to identify potential risks in our supply chains. We have developed a preliminary Carbon Management Plan (CMP) for the 2026 FIFA World Cup™ and will work with the Candidate Host Cities to provide additional details on a range of issues if awarded the opportunity to host. More details in the EIA Report.

Energy: As part of our commitment to strive in delivering a carbon neutral 2026 FIFA World Cup™, United 2026 can follow the recognized "energy hierarchy" of: (1) reducing all energy consumption; (2) delivering energy more efficiently; and (3) supplying energy via renewable generation sources. We will encourage and support all stakeholders and partners in their efforts to improve energy efficiency and carbon performance, as well as leverage existing clean and renewable energy programs and generation by utilities and power providers.

Transport: The United Bid proposes to provide sustainable transport options for all

journeys by players, officials, the media, fans, and other visitors to the competition. We also plan to promote active travel by human power, particularly for the last mile to all venues as part of a broader health and wellbeing effort. We will work with FIFA to support all partners and logistics suppliers in setting standards and sustainability-led specifications for the movement of goods and materials, including energy efficient, low-emission transportation options, bulk purchasing, minimizing packaging, and recycling or reusing all waste. We will work to align our transport efforts with those already planned by our Candidate Host Cities as well.

Air Quality: United 2026 can develop an approach to maintain good air quality and integrate it into the management plans for carbon, urban transportation, and sustainable building certification activities with stadiums, as well as through the work with Host Cities. Air quality monitoring can be integrated with each Host City's venue and site environmental operational plans as part of the proposed SEM monitoring and management activities.

Materials and Procurement: The proposed sustainable sourcing program would facilitate the identification, sourcing, procurement and use of environmentally and socially sustainable materials and services required for construction of overlay, upgrading stadiums, food and beverages, cleaning and waste management, licensed merchandising, apparel, and signage. We propose to align with recognized ethical and sustainable

standards, use lifecycle assessment techniques and incorporate principles of the circular economy (design out waste and pollution, keep products and materials in use, regenerate natural systems) in selecting our materials and supplies to help meet our total carbon footprint and zero-waste targets.

Waste: The United Bid waste strategy is closely linked to all environmental related strategies. The zero-waste strategy follows the waste hierarchy of: (1) prevention; (2) preparing for re-use (linked to the principles of the Circular Economy); (3) recycling; and (4) other recovery. Step 5 is normally disposal as a last resort, but the United Bid's goal is for zero waste. We will incorporate life cycle thinking across all aspects of the Competition and we will work closely with our supply chains, the Host Cities and their waste management organizations to deliver this challenging goal.

Water: We propose that United 2026 focus on efficiency in use, reducing the overall consumption of water, supplying water more efficiently and using water resources appropriate to need by employing smart approaches, and avoiding potable water consumption for non-potable uses. Moreover, we will seek to reduce the impact of water on waste and pollution by working with FIFA and its partners and suppliers to drive down waste generated from disposable plastic and bottles in all stadiums, FIFA Fan Fest™ venues, overlay facilities, and other event sites.

Biodiversity and Landscape: We propose to partner with local authorities, non-profits, and biodiversity action community groups to give last mile journeys to all stadiums an overriding sense of urban green, promoting community biodiversity initiatives and new green spaces with endemic habitats while raising awareness of green infrastructure and the benefits it brings.

Food: The United 2026 can strive to ensure healthy food and beverage options through its food strategy. The strategy will incorporate healthy living values, sustainable sourcing principles, donations of excess food, circular economy principles (including consideration of resource intensity associated food production), and zero waste targets. We will showcase culturally respectful, healthy, and sustainable food options at all concessions and food outlets associated with the 2026 FIFA World Cup™. These options will seek to meet sustainable food quality and procurement standards.

Collaborating to achieve goals: The baseline analysis in the United Bid’s Environmental Impact Assessment (EIA) confirms that our Candidate Host Cities are at various stages in their own planning and delivery of environmental sustainability. Each city is focusing on priority issues for their local and regional context and some already have well defined programs to reduce carbon emissions, improve climate resilience, and enhance biodiversity resources and green spaces. United 2026 should plan to utilize these existing programs, as well as the

willingness of many cities to share their best practices, to help our Candidate Host Cities advance their sustainability successes – while sharing the lessons and results that emerge from this work. We propose (and will help foster) environmental collaborations at local, national and international levels.

Monitor, measure, feedback, and improve: The United Bid proposes to develop a smart system for collecting and analyzing real time data across the venues during the tournament with our partners and main agencies in a data observatory and decision theatre at our main control center, to aid accessibility and transparency, and support proactive decision making around energy, waste, water, transport choices, and other operations. Our system will align design, strategies, action, and responses to the goals and targets set by FIFA, and the proposed SEM principles, as well as policy commitments including the SDGs, ISO 20121, and GRI standards.

As plans develop, the United Bid proposes to prepare an overarching Strategic Environmental Assessment (SEA) at the “event level” and to undertake EIAs at the Host City level for local and specific impacts. The SEA and subsequent, more detailed EIAs can provide the basis for the development of Environmental Protection Plans in the proposed SEM, which will outline all the environmental protection actions and measures to be implemented prior to, during, and after the Competition.

24.3 Supply Chain Compliance

The United Bid proposes to work with FIFA to make evidence-based, economically, environmentally, socially, and ethically conscious choices when purchasing FIFA World Cup™-related products and services, and contracting with sub-contractors and third parties.

United 2026, in consultation with its Compliance and Ethics Officer, can develop and implement a sustainable sourcing program for the 2026 FIFA World Cup™ that includes transparent decision-making, reporting, and assurance practices to ensure alignment with the ISO 20400 guidance standard on sustainable procurement, and compliance with domestic regulatory and other requirements. Above all, we want to ensure that United 2026, commercial affiliates, and suppliers comply with FIFA World Cup™ standards for environmental regulatory compliance, fair marketing practices, and ethical business conduct, including anti-corruption.

These standards and requirements can be integrated into United 2026 codes of conduct and specifications for products and contracted services, contract management, monitoring, third-party audits, corrective action, and compliance reporting to control fulfillment of requirements for sourcing and procuring materials, and contracting personnel and services associated with construction and other contracted services.

For environmental protection purposes, United 2026 procurement planning and sourcing practices can focus on purchasing decisions with potential environmental impacts, and with sourcing materials and works for temporary overlay, food and beverage, merchandise and apparel, signage, event and security services, and office supplies.

24.4 Community and Stakeholder Engagement

The United Bid has an overarching process for stakeholder engagement to inform its Sustainability+ strategy and plans to continue conducting stakeholder engagement on environmental protection and enhancement issues. We will look to align engagement activities in ways that ensure implementation of the AA1000 Stakeholder Engagement Standard if given the opportunity to host the 2026 FIFA World Cup™. As part of our ongoing commitment to transparency and openness, we will continue to share information to keep our stakeholders informed, and seeking their advice to resolve issues collaboratively.

The United Bid has engaged an advisory group including senior representatives from regulatory entities at the federal, and municipal levels, as well as venue partners, academic and other environmental organizations, among other groups. We are planning to expand this group into an Environmental Advisory Panel for the 2026

FIFA World Cup™ and involve local and international distinguished stakeholders with vested interests in environmental protection and enhancement.



More details are available in the SEM Supplement.

24.5 Sustainable Building Certification

The United Bid will not require the construction of any new stadiums, so our emphasis will be on improving the sustainability performance of existing stadiums where necessary, through refurbishment and improvements in operational and management practices. In all cases, we will use Leadership in Energy and Environmental Design (LEED) targets to guide stadium strategies for energy, carbon, materials, waste, water, transport, and biodiversity.

Our stadiums have different levels of certification from LEED Platinum to LEED Gold and Silver, as well as other green certifications. We will develop a capacity building program for stadium owners and explore the best ways to apply a LEED certification scheme for existing stadiums with

the goal of achieving the highest level of certification for all our stadiums. Where LEED is not applicable, we will use it to set specific targets for overlay facilities.

Additionally, these efforts will be supported by the Green Sports Alliance, an American organization that since 2010 has been collaborating with venue operators and professional teams in North America to provide environmental expertise in applying cost-effective and innovative sustainability efforts.



For information on the sustainable building certification of each Stadium, please refer to the Bid Information Template No.4: Overview of Stadiums; Part G: Accessibility & Sustainability.

24.6 Environmental Legacy

The United Bid proposition for environmental legacy, is to build a new standard for environmental sustainability in mega-sporting events, promoting global awareness, embedding environmental protection and delivering enhanced sustainable goals for generations to come. We look to support our Candidate Host Cities with their environmental agenda by enabling collaborations across sectors. In line with our Sustainability+ strategy, we will go beyond just protecting the environment to enhance the environmental areas linked to the event. We will develop a smart system for collecting and analyzing real time data during the tournament to aid transparency and support on decision making around energy, waste, water, transport choices, and other operations that impact the environment. The proposed SEM also includes strategies and action to the goals set by FIFA's environmental priorities, and the SDGs.

ACKNOWLEDGEMENTS



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