



2022 FIFA World Cup™
Bid Evaluation Report:
USA



BIDDING NATION
UNITED STATES OF AMERICA

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Please note that all of the information in this report is based on the Bid Book submitted on 14 May 2010 and the further clarifications received from the Bidder by 30 September 2010.

If there are any discrepancies in the interpretation of the English, French, Spanish or German text of this report, the English text is authoritative.

1. Letter from the chairman

Dear President,

Dear Executive Committee members,

The FIFA Evaluation Group for the 2018 and 2022 FIFA World Cup™ bids is pleased to present its evaluation of the USA's bid to host the 2022 FIFA World Cup™. In all, nine bids, including two joint bids, have been submitted. Please find in the following pages the evaluation of the USA's bid, together with an explanation of the fact-finding process.

FIFA's bidding process is based on the principles of transparency and equality, and the Bidders have received rules as well as guidance from FIFA in order to ensure comprehensive and specific documentation of their candidature.

We greatly appreciated the warm welcome and the cooperation we received from the Bid Committees and the people in each of the 11 countries during the bidding process, and

especially their determination to fulfil all of our requirements. I would also like to express my gratitude to all the members of the Evaluation Group for their dedication, energy, expertise and friendship during the time that we have spent together over the past six months. These words of thanks also extend to the FIFA staff members who have played a major part in bringing this project to a successful conclusion.

We feel we have accomplished our work in the spirit of integrity, objectiveness and transparency.



Harold Mayne-Nicholls
Chairman of the FIFA Evaluation Group for the 2018 and 2022 FIFA World Cup™ bids

2. Scope and key dates

As part of the bidding process, FIFA requested each Bidder to provide Bidding Documents containing information on infrastructure, legal conditions and operational and legacy concepts for the organisation of a FIFA World Cup™. This Bid Evaluation Report evaluates the information provided in the Bidding Documents, indicates the extent to which the requirements have been fulfilled, and identifies potential gaps and risks in respect of FIFA's requirements for hosting a FIFA World Cup™.

The report is based on an unbiased assessment, taking into account FIFA's experience of hosting and staging previous editions of the FIFA World Cup™, the information, proposals and statements provided by the Bidder and the information gathered during the on-site inspection tour by means of sample assessment of the venues and facilities.

Nine Bidders have been evaluated based on the Bidding Documents submitted and the inspection visits, which were undertaken with the aim of clarifying and verifying specific areas of infrastructure.

Key dates of the bidding process:

16 March 2009	Registration of the USSF's bid for the 2018 or 2022 FIFA World Cup™
18 September 2009	Establishment of the Bid Committee
11 December 2009	Signature of the Bidding Agreement
14 May 2010	Submission of the Bidding Documents to FIFA
6–9 September 2010	FIFA inspection visit to the USA
18 October 2010	Withdrawal of the USSF's bid for the 2018 FIFA World Cup™
2 December 2010	Appointment by the FIFA Executive Committee of the host countries for the 2018 FIFA World Cup™ and the 2022 FIFA World Cup™

3.

Executive summary

The USA bid's hosting concept and legacy programme highlights the importance of the FIFA World Cup™ as a key step in the further development of the USA as a football nation. The bid offers flexibility in terms of city infrastructure, stadiums and facilities, all of which provide a broad platform for staging the event. The bid is supported by the national and local football authorities, the local city governments (by virtue of duly executed Host City Agreements) and the stadium authorities (by virtue of duly executed Stadium Agreements).

The bid proposes 18 Host Cities and 18 stadiums, thus exceeding FIFA's requirement. All 18 stadiums are built with no further renovation indicated. Nevertheless, since most stadiums are American football venues, the Bidder plans to remove seats in the corners and adapt the existing structure to meet the FIFA World Cup™ pitch size requirements.

In terms of football development, the Bidder suggests a range of domestic and international activities that could be funded by the success of the FIFA World Cup™ in the USA. United States (US) football is respected worldwide and its teams have recorded various successes at club and international level. The USA has considerable experience in hosting large-scale national and international sporting events in the last 20 years. It held the 1996 Summer Olympic Games, the 2002 Winter Olympic Games, the 1994 FIFA World Cup™ and the FIFA Women's World Cups™ in 1999 and 2003.

The Bidder has contracted the required number of venue-specific team hotels (VSTH) but has

not contracted the required number of venue-specific training sites (VSTS). It has contracted the required number of team base camp (TBC) hotels but has not contracted the required number of TBC training sites. FIFA's team facility requirements could potentially be met, however a complete inventory of contracted team facilities is required.

In terms of accommodation, 170,000 rooms have already been contracted, thus exceeding FIFA's minimum requirement of 60,000. The accommodation plan is based on a wide-ranging and plentiful supply of good-quality rooms at fair, contractually agreed conditions. As for the FIFA headquarters, it is proposed to have separate FIFA headquarters for the first and second stages of the competition. Additional details are required in order to assess the proposals. The rate for a standard room in the proposed first-stage hotel is high and should be reviewed.

In general, the candidate Host Cities have a well-developed transport infrastructure and experience in managing traffic and crowd flows for events and sports contests. Even considering the country's vastness and geographic location, the capacity of the airports and the competitiveness of the aviation market in the USA would assure reliable air transfer. Temporary transport would have to be arranged to and from the majority of the proposed stadiums during the event.

The country has a strong information and communications technology (ICT) infrastructure, and it appears as though FIFA's requirements would be met.

International standards for major event safety and security and for health and medical services are likely to be met.

The Bidder has submitted its concepts for sustainable social and human development and environmental protection initiatives.

The proposals submitted by the Bidder for the competition-related events would generally fulfil FIFA's requirements.

Marketing, media and communication matters have also been addressed. The information provided suggests that the USA is the number one market for sports sponsorship in the world and that it also has a growing market for football sponsorship. However, as the required guarantees, undertakings and confirmations are not given as part of Government Guarantee No. 6 (Protection and Exploitation of Commercial Rights) and mere reference is made to existing general intellectual property laws in the USA, FIFA's rights protection programme cannot be ensured. In terms of TV, should the FIFA World Cup™ be hosted in the USA, the TV ratings and media rights income in the Americas are likely to be higher.

The Bidder has submitted an expenditure budget of USD 661.2 million (current) for a FIFA Confederations Cup and FIFA World Cup™ in 2021 and 2022. The budget has been submitted in the format required with supporting information. A projection of approximately 4,957,000 sellable tickets has been made.

If the USA is awarded the hosting rights, FIFA's legal risk appears to be medium. Whilst the necessary government support has not been documented as neither the Government Guarantees, the Government Declaration nor the Government Legal Statement have been provided in compliance with FIFA's requirements for government documents, the US Government has considerable experience in supporting the hosting and staging of major sports events and has proven its willingness to make material concessions, accommodate the concerns of event organisers, and has expressed its intention to enact the necessary legislation by 1 June 2013. Furthermore, the requirements for contractual documents have been met.

4. Bidding Country Evaluation Report

Responding to the requirements set out by FIFA in the bid registration, the U.S. Soccer Federation (USSF) established a Bid Committee to handle the bidding process. The Bidding Documents were submitted to the FIFA President on 14 May 2010. The inspection visit took place from 6 to 9 September 2010, and the FIFA inspection team were present in the country for approximately 76 hours in total.

The visit was well structured and comprehensive information was provided. The itinerary included New York, Washington, Miami, Dallas and Houston. In New York, the team visited the proposed site for the Preliminary Draw, a proposed training site and the New Meadowlands Stadium. In Washington, it inspected a proposed team base camp and the FedExField stadium. In Miami, the team inspected the Dolphin Stadium and the proposed venue for the Final Draw. In Dallas, it visited the proposed site for the Congress and the Cowboys Stadium, and in Houston, it inspected the Reliant Stadium and the proposed venue for the International Broadcast Centre (IBC). The observations made during this inspection visit are included in the Bid Evaluation Report that follows.

4.1 Bidding Country and Host Cities

With over 307 million people, the USA is the third largest country in the world by population. It has several time zones. The candidate Host Cities are located in time zones ranging from

Eastern Standard Time (UTC-5) to Pacific Standard Time (UTC-8). The USA is one of the world's most ethnically diverse and multicultural nations. English is the main national language, spoken at home by about 224 million (80% of the population). The second most common language, Spanish, is regularly spoken at home by 12% of the population.

Name of Host City	No. of inhabitants	Language	Altitude
Atlanta* Enclosed Stadium	537,958	English	225m
Baltimore	636,919		Sea level
Boston	609,023		Sea level
Dallas* Enclosed Stadium	1,279,910		119m
Denver	598,707		1,564m
Houston* Enclosed Stadium	2,242,193		Sea level
Indianapolis* Enclosed Stadium	798,382		202m
Kansas City	451,572		219m
Los Angeles	3,833,995		Sea level
Miami	413,201		Sea level
Nashville	596,462		117m
New York/New Jersey	8,363,710		Sea level
Philadelphia	1,447,395		Sea level
Phoenix* Enclosed stadium	1,567,924		
San Diego	1,279,329		Sea level
Seattle	598,541		Sea level
Tampa	340,882		Sea level
Washington, DC	591,833	0.3m	

Source: Template 2

* denotes domed stadiums where games will be played in temperature-controlled environments

The USA is a federal constitutional republic based on a pluralistic political system. Authority is distributed among federal, state and local governments. At federal level, coequal power and authority is vested in the executive, legislative, and judicial branches of government. The executive branch is headed by the President of the USA. The White House

Office of Intergovernmental Affairs works closely with state and local officials to facilitate operations among the various authorities. The US economy is the world's largest national economy. It is a capitalist mixed economy, which is fuelled by abundant natural resources, well-developed infrastructure and high productivity. In 2009, its GDP per capita was

Time zone	Average temperature in June (°C)				Average temperature in July (°C)				Average peak humidity in June (%)	Average peak humidity in July (%)
	12 p.m.	4 p.m.	6 p.m.	10 p.m.	12 p.m.	4 p.m.	6 p.m.	10 p.m.		
UTC-5	27.1	29.1	28.7	24.9	28.5	30.6	30	26.2	67.1	70.8
UTC-5	25.8	27.3	26.5	21.7	28.2	29.7	28.9	24.2	73.9	73.8
UTC-5	21.9	22.4	21.8	19	25.3	25.8	24.9	22.1	72.0	72.7
UTC-6	29.3	31.9	31.5	27	31.7	34.6	34.2	29.5	65.1	57.2
UTC-7	23.7	25.3	24	17.6	27.6	29.4	27.6	20.9	54.6	51.3
UTC-6	30.1	31.3	30.6	26.4	31.31	32.74	31.9	27.7	77.5	75.7
UTC-5	25.2	26.6	25.8	21.3	27.1	28.5	27.6	23.2	72.0	75.6
UTC-6	25.3	27.5	27.1	22.4	28	30.4	30	25	73.0	73.1
UTC-8	20.9	20.7	19.5	17.3	22.7	22.5	21.3	18.9	81.4	82.8
UTC-5	30	29.5	28.6	26.8	30.8	30.5	29.7	27.5	78.2	76.7
UTC-6	27.6	28.8	27.8	23.6	29.5	30.7	29.7	25.5	72.7	72.9
UTC-5	23.9	25.3	24.5	21.7	26.7	28	27.3	24.8	66.5	66.6
UTC-5	25.2	27	26.2	21.9	27.7	29.5	28.8	24.6	69.5	70.3
UTC-7	36.31	39.3	38.7	33.2	37.5	40.4	39.9	35	16.8	29.1
UTC-8	20.7	21	20.2	18.2	22.8	23	22.2	20	78.8	80.4
UTC-8	17.1	19.7	19.4	15.3	19.7	23	23	18.1	69.5	65.9
UTC-5	29.8	30.7	29.6	26.2	30.2	30.7	29.6	26.6	78.9	80.6
UTC-5	26.1	27.9	27.1	23.4	28.5	30.2	29.5	25.9	69.7	69.1

approximately USD 47,000 and its estimated unemployment rate was 9.3%.

General information on the Host Cities

The 18 candidate Host Cities for the FIFA World Cup™ are Atlanta, Baltimore, Boston, Dallas, Denver, Houston, Indianapolis, Kansas City, Los Angeles, Miami, Nashville, New York/ New Jersey, Philadelphia, Phoenix, San Diego, Seattle, Tampa and Washington, D.C. These cities represent all facets of the USA and are all cities in which football enjoys a tradition and continuous growth. All of the cities have a metropolitan population of more than a million.

Due to its large size and varied geography, the USA includes most climate types, ranging from humid continental in the north, humid subtropical in the south and arid in the Great Basin to desert in the south-west, Mediterranean in coastal California and oceanic in other coastal regions. The candidate Host Cities located in the south-east and on the eastern coast have warm summers with humidity of between 50–60% and moderate weekly precipitation. However, Tampa and Miami have a subtropical climate and experience more frequent, heavy weekly precipitation during June and July. Those candidate Host Cities with an arid and semi-arid desert climate, such as Denver and Phoenix, have sporadic, light monthly precipitation, while Seattle has a dry summer and Los Angeles and San Diego have almost no precipitation.

Four of the proposed Host Cities have an average temperature of around 30°C or over and high humidity. Extreme weather is not uncommon – the states bordering the Gulf of Mexico are prone to hurricanes, and most of the world's tornadoes occur within the country, mainly in the Tornado Alley in the mid-west.

Main events

The only event which could have an impact on tournament operations is Independence Day, which takes place on 4 July every year.

4.2 Hosting concept

The USA provides a comprehensive and well-structured hosting concept. Eighteen Host Cities have been proposed, although this number could be reduced to 12. The distribution of these cities across the country would make it practical to establish “venue clusters” to facilitate event operations.

The Bidder cites several reasons why it would be a compelling choice of host, such as its state-of-the-art sporting infrastructure, legacy projects and its experience in organising and hosting large-scale sports events. The USA could rely on existing modern stadiums with an average capacity of 76,000, which offers high potential in terms of attendance figures. A large number of these stadiums are designed and frequently used for multiple purposes, as a result of which the stadium owners/authorities secure funding for upgrades on a regular basis. The concept appears to be centred around the Bidder's flexibility in terms of city infrastructure, stadiums and facilities, which provides a broad platform for staging the event.

The USA has considerable experience in hosting large-scale national and international sporting events. It held the Summer Olympic Games in 1984 and 1996, the Winter Olympic Games in 1980 and 2002, the 1994 FIFA World Cup™ and the FIFA Women's World Cups™ in 1999 and 2003.

4.3 Football development

The USA has submitted good proposals on how to contribute to football development. The bid considers the FIFA World Cup™ a crucial element of the further development of the game in the USA. The Bidder suggests that this boost would catalyse domestic

market development and eventually indirectly contribute to the availability of greater development funding to the USA and FIFA.

The bid mentions the following development activities:

- a) increasing funding to the USSF's SCORES Program, an after-school football and literacy programme for inner-city elementary schools (USD 50 million from the 1994 FIFA World Cup™ was allocated to the programme);
- b) increasing the number of playing fields in urban neighbourhoods;
- c) increasing investment in the Passback Program providing football equipment to countries in need;
- d) using football to address some of the most pressing social issues in the USA, such as education and health care, etc.;
- e) reaching out to new demographic groups, such as the Hispanic community;
- f) hosting coaching courses and fostering exchange programmes;
- g) increasing corporate sponsorship to fund development efforts long into the future;
- h) creating a new generation of football leaders and grassroots development.

The programme is based on market growth. The focus on expanding the domestic market would impact on all football development activities and indirectly boost FIFA's development spending.

Moreover, the Bidder's internal Host City bidding process is aimed at promoting the game and fostering its continued growth. A joint FIFA/MA development committee would have to be established to maximise the impact of the bid's international development proposals.

4.4 Sustainable social and human development

The information provided is complete and closely linked to the United Nations Millennium Development Goals (MDGs) and Resolution 58/5.

The bid presents various existing and proposed initiatives for sustainable social and human development. Comprehensive information is provided about the sustainable social and human development plans in general and the various programmes in particular.

The objective of the proposed concept is to create campaigns and partnerships focusing

Football honours (men's national teams)

Competition	Honour	Year(s)
FIFA World Cup™	1 x 3 rd place	1930
	9 appearances	1930, 1934, 1950, 1990, 1994, 1998, 2002, 2006, 2010
CONCACAF Gold Cup	4 x winners	1991, 2002, 2005, 2007
	3 x runners-up	1993, 1998, 2009
FIFA Confederations Cup	1 x runners-up	2009
	2 x 3 rd place	1992, 1999
FIFA U-20 World Cup	1 x 4 th place	1989
FIFA U-17 World Cup	1 x 4 th place	1999
FIFA Futsal World Cup	1 x runners-up	1992
	1 x 3 rd place	1989
Olympic Football Tournament	1 x Silver	1904
	1 x Bronze	1904

on health and childhood obesity, discrimination, violence and urban blight on an international and national level. The main international projects are the “World Cup of Life” campaign to provide clean water for the developing world; football programmes incorporated into the “Millennium Village Projects” across Africa and each confederation; and a “Football X-Change” network that identifies, matches and supports best practice football programmes worldwide. The main national projects include the education initiative “FIFA Football for Life”, which would be based on models already being implemented in US communities and schools. Further, a “FIFA Institute for Social Change” is proposed to serve as a football education centre. All the above-mentioned programmes would be supported by awareness-raising initiatives and individual events. A well-developed structure within the organising committee as well as a steering committee is presented.

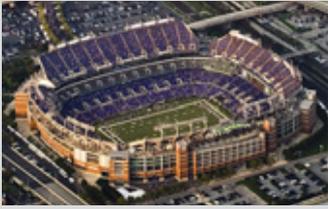
The programmes and campaigns presented incorporate both key national and international socio-economic issues. Ambitious yet concrete projects are described which are closely linked to the MDGs and Football for Hope focus areas and projects. This, as well as the proposed steering committee to coordinate and elaborate existing programmes and partnerships, would enable a positive alignment and a successful collaboration. Possible strategic partners with relevant experience are mentioned. However, no monitoring and evaluation mechanisms are presented. The Bidder is already active in the field of corporate social responsibility (CSR) and supports a number of social development programmes, which underlines its commitment and sense of responsibility. The programmes and campaigns described are ambitious but also proof of the expertise that the Bidder has in this area. The “One on One, One by One” initiative is in line with the Football for Hope movement’s concept. The steering committee to ensure alignment amongst the entities involved is in line with FIFA’s requirements.

4.5 Environmental protection

The USA provides information on all of the requested aspects, including an overview of the current environmental initiatives of the candidate Host Cities, government, US-based environmental organisations and the association.

The environmental objectives have been developed according to the requested core topics and the seven overarching goals of the Bidder, which include zero waste to landfill and zero fossil fuel in energy consumption and transport. All accreditation materials would be biodegradable and the food and beverages in the media centres would be served using fully recyclable materials. The media shuttle vehicles would all be hybrid, media centres and other media-service areas would be paperless environments to the greatest extent possible, and all publications for the media would be produced electronically only. Seven years before the competition, the LOC would establish a Sustainability Department headed by a Chief Sustainability Officer. This department would be guided strategically by the Sustainability Advisory Board, formed of leaders from government, business and the public sector. The outreach and awareness programme would engage staff, partners, sponsors, schools, communities, vendors, fans and others through individual activation and educational programmes. The many engagement programmes might present challenges in creating an environmental campaign specific to the FIFA World Cup™. Analysing and addressing the upstream impacts of sourcing, production and distribution would demonstrate the complexity and scale of the environmental impact of a FIFA World Cup™. The USA’s long-standing track record of environmental protection in specific areas would enable the LOC to draw on substantial experience in implementing the environmental protection plan for the FIFA World Cup™.

4.6 Stadiums

	<p>Host City: Atlanta ①</p> <p>Stadium name: Atlanta World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 67,768/70,868 (600/2,500/0)</p> <p>Expected net/gross capacity: 67,768/70,868</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,082 lux</p> <p>Owner/Investors/Investment budget: State of Georgia/No investors/USD 0m</p> <p>Current use: Atlanta Falcons</p>
	<p>Host City: Baltimore ②</p> <p>Stadium name: Baltimore World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 67,908/71,008 (600/2,500/0)</p> <p>Expected net/gross capacity: 67,908/71,008</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,314 lux</p> <p>Owner/Investors/Investment budget: State of Maryland/No investors/USD 0m</p> <p>Current use: Baltimore Ravens</p>
	<p>Host City: Boston ③</p> <p>Stadium name: Boston World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 70,293/73,393 (600/2,500/0)</p> <p>Expected net/gross capacity: 70,293/73,393</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,799 lux</p> <p>Owner/Investors/Investment budget: NPS LLC/No investors/USD 0m</p> <p>Current use: New England Patriots</p>
	<p>Host City: Dallas ④</p> <p>Stadium name: Dallas World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 88,500/91,600 (166/2,500/0)</p> <p>Expected net/gross capacity: 85,300/91,600</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,422 lux</p> <p>Owner/Investors/Investment budget: City of Arlington/No investors/USD 0m</p> <p>Current use: Dallas Cowboys</p> <p>Matches planned: Opening match or final</p>
	<p>Host City: Denver ⑤</p> <p>Stadium name: Denver World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 72,065/75,165 (600/2,500/0)</p> <p>Expected net/gross capacity: 72,065/75,165</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 3,511 lux</p> <p>Owner/Investors/Investment budget: Metropolitan Football district/No investors/USD 0m</p> <p>Current use: Denver Broncos</p>
	<p>Host City: Houston ⑥</p> <p>Stadium name: Houston World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 72,900/76,000 (600/2,500/0)</p> <p>Expected net/gross capacity: 72,900/76,000</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 3,229 lux</p> <p>Owner/Investors/Investment budget: Harris Country/No investors/USD 0m</p> <p>Current use: Houston Texans</p> <p>Matches planned: Group stage</p>

	<p>Host City: Indianapolis ⑦</p> <p>Stadium name: Indianapolis World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 63,400/66,500 (600/2,500/0)</p> <p>Expected net/gross capacity: 63,400/66,500</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,082 lux</p> <p>Owner/Investors/Investment budget: Indiana Stadium/No investors/USD 0m</p> <p>Current use: Indianapolis Colts</p>
	<p>Host City: Kansas City ⑧</p> <p>Stadium name: Kansas City World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 72,264/75,364 (600/2,500/0)</p> <p>Expected net/gross capacity: 72,264/75,364</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,432 lux</p> <p>Owner/Investors/Investment budget: Jackson county sports complex authority/No investors/USD 0m</p> <p>Current use: Kansas City Chiefs</p>
	<p>Host City: Los Angeles ⑨</p> <p>Stadium name: Los Angeles World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 86,009/89,109 (600/2,500/0)</p> <p>Expected net/gross capacity: 82,809/89,109</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,153 lux</p> <p>Owner/Investors/Investment budget: City of Pasadena/No investors/USD 0m</p> <p>Current use: UCLA Bruins</p> <p>Matches planned: Opening match or final</p>
	<p>Host City: Miami ⑩</p> <p>Stadium name: Miami World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 77,140/80,240 (600/2,500/0)</p> <p>Expected net/gross capacity: 77,140/80,240</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,300 lux</p> <p>Owner/Investors/Investment budget: Steve A. Ross/No investors/USD 0m</p> <p>Current use: Miami Dolphins</p> <p>Matches planned: Group stage</p>
	<p>Host City: Nashville ⑪</p> <p>Stadium name: Nashville World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 71,900/75,000 (600/2,500/0)</p> <p>Expected net/gross capacity: 71,900/75,000</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 3,500 lux</p> <p>Owner/Investors/Investment budget: Metropolitan sports authority of Davidson county/No investors/USD 0m</p> <p>Current use: Tennessee Titans</p>
	<p>Host City: New York ⑫</p> <p>Stadium name: New York World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 80,946/84,046 (600/2,500/0)</p> <p>Expected net/gross capacity: 77,746/84,046</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 3,767 lux</p> <p>Owner/Investors/Investment budget: New Meadowlands/No investors/USD 0m</p> <p>Current use: N-Y Giants or Jets</p> <p>Matches planned: Opening match or final</p>

	<p>Host City: Philadelphia ⑬</p> <p>Stadium name: Philadelphia World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 66,011/69,111 (600/2,500/0)</p> <p>Expected net/gross capacity: 66,011/69,111</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 3,038 lux</p> <p>Owner/Investors/Investment budget: City of Philadelphia/No investors/USD 0m</p> <p>Current use: Philadelphia Eagles</p>
	<p>Host City: Phoenix ⑭</p> <p>Stadium name: Phoenix World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 68,262/71,362 (600/2,500/0)</p> <p>Expected net/gross capacity: 68,262/71,362</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,130 lux</p> <p>Owner/Investors/Investment budget: Arizona sports and tourism authority/No investors/USD 0m</p> <p>Current use: Arizona Cardinals</p>
	<p>Host City: San Diego ⑮</p> <p>Stadium name: San Diego World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 64,600/67,700 (600/2,500/0)</p> <p>Expected net/gross capacity: 64,600/67,700</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2082 lux</p> <p>Owner/Investors/Investment budget: City of San Diego/No investors/USD 0m</p> <p>Current use: San Diego Chargers</p>
	<p>Host City: Seattle ⑯</p> <p>Stadium name: Seattle World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 64,956/68,056 (600/2,500/0)</p> <p>Expected net/gross capacity: 64,956/68,056</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 1,745 lux</p> <p>Owner/Investors/Investment budget: Public stadium authority/No investors/USD 0m</p> <p>Current use: Seattle Seahawks</p>
	<p>Host City: Tampa ⑰</p> <p>Stadium name: Tampa World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 71,900/75,000 (600/2,500/0)</p> <p>Expected net/gross capacity: 71,900/75,000</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,787 lux</p> <p>Owner/Investors/Investment budget: Tampa sports authority/No investors/USD 0m</p> <p>Current use: Tampa Bay Buccaneers</p>
	<p>Host City: Washington, D.C. ⑱</p> <p>Stadium name: Washington, DC World Cup Stadium</p> <p>Current net/gross capacity (VIP/Media/loss of seats): 86,590/89,690 (600/2,500/0)</p> <p>Expected net/gross capacity: 83,390/89,690</p> <p>Construction status: Built, with no further renovation indicated</p> <p>Lighting: 2,260 lux</p> <p>Owner/Investors/Investment budget: Washington Redskins/No investors/USD 0m</p> <p>Current use: Washington Redskins</p> <p>Matches planned: Opening match or final</p>

Analysis and comment

- All stadiums would meet the pitch size requirements of 105 x 68 metres (pending event-specific adjustments).
- All stadiums would have grass pitches.
- The opening match and final could only be hosted in the New York, Washington, Los Angeles or Dallas stadiums.
- Seven stadiums (Dallas, Kansas City, Los Angeles, Miami, Phoenix, San Diego and Tampa) seem to have limited public transport links to their respective city centres.
- All stadiums would meet FIFA's seating requirements.
- In general, the stadiums would have to be upgraded to meet FIFA's space and technical requirements.

Local transport

The stadiums are spread across the country and there are numerous transport links between the relevant cities. Some stadiums seem to lack public transport links, however spectators in the USA traditionally travel to stadiums by car or bus. Additional temporary event transport operations, as well as traffic reduction measures, may be required.

Contractual basis with the stadiums

Unilaterally executed Stadium Agreements have been provided by the 18 proposed stadiums. All such Stadium Agreements fully comply with the template Stadium Agreement without any deviation.

Conclusion

The bid proposes 18 Host Cities and 18 stadiums, however this number is not final as an internal bidding process is currently ongoing to reduce the number to FIFA's minimum requirement. All 18 stadiums are built with no further renovation indicated, and neither structural renovation nor construction plans are foreseen. However, a large number of these stadiums are designed and frequently used for multiple purposes, as a result of which the stadium owners/authorities

secure funding for upgrades on a regular basis. There is sufficient space in the areas in and/or around all of the stadiums to accommodate the temporary event structures. Nevertheless, since most stadiums are American football venues, seats would have to be removed in the corners or amendments made to the existing structure to meet the FIFA World Cup™ requirements.

4.7 Venue-specific team hotels and venue-specific training sites

The Bid Book and supporting documents provide sufficient information on the venue-specific team hotels (VSTHs) and venue-specific training sites (VSTSs) proposed. Given the abundance of hotels and training sites to choose from in each venue, the Bid Book takes into account the fact that the host may substitute option of substituting a VSTH or VSTS in the future should adjustments be necessary. Some changes should be considered to maximise the current proposed arrangements for the teams.

The Bid Book proposes 54 VSTHs, which exceeds the required number (36) based on the Bidder's plan for 18 stadiums. It should be noted, however, that 18 VSTHs are also listed in the documents as FIFA venue headquarters proposals, thus potentially reducing the effective number of proposed VSTHs to 36. The hotel proposals include 23 four-star and 31 five-star properties, and generally, FIFA's requirements in terms of quality appear to be fulfilled. However, the properties proposed may merit reconsideration in view of the following potential issues (NB: excludes the hotels double-counted as FIFA venue headquarters options):

- The pairings in six venues (Atlanta, Dallas, Los Angeles, Nashville, New York and Phoenix) vary in terms of their quality ratings (i.e. star rating varies between VSTH A and VSTH B).
- Five VSTHs (one in Boston, one in Dallas, two in Los Angeles and one in Phoenix) exceed the maximum travel time to the stadiums.

- The difference in travel time to the stadium for the teams occupying the two VSTHs in Boston is too great, and would prove disadvantageous to the team further away.
- Three VSTHs (two in Los Angeles and one in Philadelphia) are airport hotels, and although they appear to meet the technical specifications of a VSTH, their primary function/image may clash with the needs and expectations of visiting team delegations.
- One New York VSTH, located in Manhattan, would pose transport challenges for the teams occupying it because the VSTS and stadium are both located in New Jersey.

The Bid Book proposes 54 VSTSs, 18 fewer than the required number (72) based on the Bidder's plan for 18 stadiums. The Bidder has effectively paired one VSTH with one VSTS, hence over-delivering on VSTHs but under-delivering on VSTSs. The quality of the training sites proposed appears to be of a high standard as 47 of the VSTSs are existing professional sports club or university facilities. The most common renovations would include lighting installations and upgrades to dressing rooms and pitches. However, the properties proposed may merit reconsideration in view of the following potential issues (NB: the training sites which were paired with the VSTHs double-counted as FIFA hotels are treated as the back-up VSTSs in the venue):

- The maximum travel time between the primary VSTS and VSTH is exceeded in three cases (one pairing in Boston and two in Los Angeles).
- The back-up VSTS must also be within 20 minutes of either of the primary VSTHs. The location of the back-up VSTS in Dallas, Kansas City, Philadelphia, Phoenix, San Diego, Seattle and Tampa appears to be too far from one or both of the VSTHs in those venues.
- The two primary VSTS proposals in Los Angeles are fields within the same sports complex, with one VSTS being the main stadium and the other VSTS an outer field of the facility. The contrast between the two

proposals may be interpreted as favouring one team over the other and should be avoided. Likewise, the same situation exists with the back-up VSTS in Denver and New York.

In conclusion, the VSTHs proposed by the USA meet the quantity requirements and generally seem to meet the quality requirements, although issues with proximity and pairing equality must be resolved in 12 cases. The number of VSTSs submitted falls short of the required number of contracted proposals, but could nonetheless meet the final selection criteria of three sites per venue (two plus one alternative). The overall quality standard of the VSTSs appears high, acknowledging any adaptations necessary to meet FIFA's requirements. Proximity issues between VSTSs and VSTHs must be resolved in ten cases, and potential issues of perceived inequality of the proposed VSTSs in three venues should also be addressed.

Contractual basis

The number of VSTHs contracted by the Bidder exceeds the required number of 36. Of the required 72 VSTSs, the Bidder has contracted 54. According to the Bidder, all Hotel Agreements comply fully with the corresponding template Hotel Agreements without any deviation. All Training Site Agreements comply fully with the template Training Site Agreement without any deviation.

4.8 Team base camp hotels and team base camp training sites

The Bid Book and supporting documents provide comprehensive information on the team base camps (TBCs) proposed. The bid proposes 64 TBC hotel and training site pairings, thus meeting FIFA's requirement. The pairings are distributed across the country in both the 18 candidate Host Cities and

14 separate markets, thus covering 23 states in total. However, the suitability of several pairings merits reconsideration.

The wide range of proposed TBCs would suit various team preferences including for urban, suburban or rural settings. The hotel properties also appear to be of a high standard and include 34 four-star and 30 five-star properties. An ideal balance might include alternative accommodation arrangements, such as training academy-type housing. Given teams' preference for privacy and exclusivity, the main issue with the current selection relates to the size of the hotels offered. The average hotel contains 407 rooms, and only one property features fewer than 100. With respect to the geographic distribution of the proposed TBCs, the rationale for some of the non-candidate Host City selections is questionable. The convenience of teams (and the LOC and FIFA) should be prioritised.

The TBC training sites primarily consist of professional sports club training centres, university and high school facilities, and youth football grounds. A number of the sites appear to meet FIFA's quality requirements already. Those that do not would require upgrades such as installation of temporary lighting, seating and fencing as well as dressing room refurbishment and pitch/grass upgrades. Although the Bid Book suggests that all hotels and training sites meet the proximity requirements, 13 pairings are greater than 20km apart, which suggests extended travel times. The pairing of multiple pitches from the same training site to different hotels should also be reconsidered. The pitches at the University of New Mexico, Pizza Hut Park and the Maryland Soccerplex appear to be in such close proximity that privacy and exclusivity issues could be raised and cause them not to be selected (the pitches at the University of California, Berkeley, on the contrary, appear to be at a sufficient distance from one another). In conclusion and acknowledging that renovations would be necessary in the intervening period, the bid appears to comply

with FIFA's requirements for TBCs (hotels and related training sites). The size of the proposed hotels appears to be relatively large, while three training site pairings should be reconsidered on account of privacy concerns.

Contractual basis

Of the required 64 TBC hotels, the Bidder has contracted 46. Of the required 64 TBC training sites, the Bidder has contracted 62. According to the Bidder, all Hotel Agreements comply fully with the corresponding template Hotel Agreements without any deviation. All Training Site Agreements comply fully with the template Training Site Agreement without any deviation

4.9 Accommodation

The USA has submitted a detailed and clearly structured accommodation plan. Tourism is either the first, second or third largest employer in 29 states, and the nation as a whole welcomed 58 million international visitors in 2008. The US travel sector comprises over 49,000 properties and 4.6 million guest rooms in total. It has vast logistical experience because of the country's history of organising major events. The Bidder provides a detailed list of almost 240,000 guest rooms in only about 800 different properties (excluding team base camp hotels). The list contains almost exclusively existing inventory. Moreover, there is a good mix of hotel categories: most are of three and four-star quality, but a number of top-class hotels as well as two-star properties are also provided. The bid only lists hotels which have signed the FIFA Hotel Agreement and which are situated within 100km of the Host Cities. The greatest number of rooms are to be found in and around New York, Dallas, Atlanta and Los Angeles. The fewest number of new properties are in Indianapolis, Houston and

Atlanta, however this is not critical for the FIFA World Cup™ project.

Contracts have been signed with the hotels in all candidate Host Cities. The benchmark figure of 60,000 has been greatly exceeded, and more than 170,000 rooms have been contracted across the country. The contracts have been signed in accordance with the template FIFA Hotel Agreement, as verified by sample assessment, and 75% of the total room inventory per hotel has been made available (as compared to the 80% requirement).

Sufficient rooms have been contracted in all candidate Host Cities to cover the event requirements for a group match and there are enough rooms in most of them for visitors. Sufficient rooms have been contracted in several candidate Host Cities to cover the event requirements for the opening match or the final, and in the case of Dallas, Los Angeles and New York/New Jersey the contracted inventory also includes sufficient additional capacity for supporters. The higher

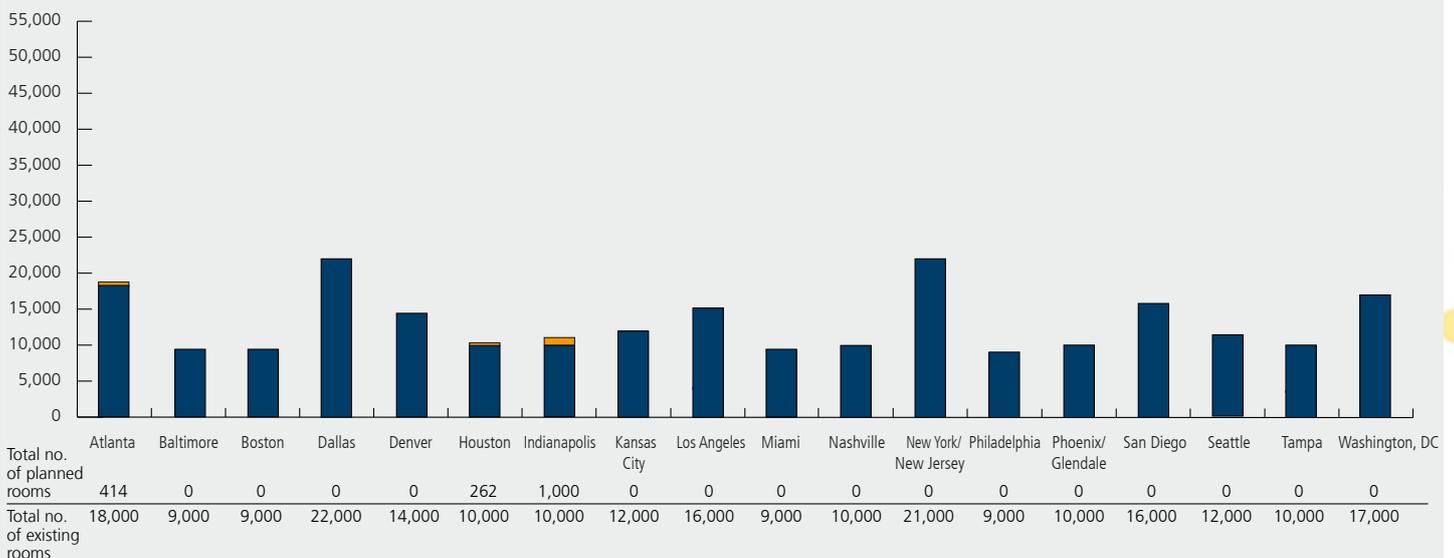
room requirement caused by the potential location of the International Broadcast Centre (IBC) in Atlanta is also contractually ensured for all potential matches with the exception of the final.

According to the Bidder, the good network of hotels and regional representatives would enable the number of contracted rooms to be further increased in order to exploit the potential further at short notice, if necessary. The average contracted rack rate, based on a standard room, is:

- 5-star USD 490 (Washington, DC) to USD 180 (Kansas City)
- 4-star USD 495 (Boston) to USD 200 (Phoenix/Glendale)
- 3-star USD 420 (Washington, DC) to USD 130 (Phoenix/Glendale)

In summary, the accommodation plan for the FIFA World Cup™ in the USA is based on a wide-ranging and plentiful supply of

Existing and planned rooms within 100km of Host City



Source: Template 11

(Figures rounded up or down to the nearest 1,000)

good-quality rooms at fair, contractually agreed conditions. The size and the competitiveness of the accommodation market in the USA means that there is unlikely to be a major fluctuation in the price of accommodation during the tournament period.

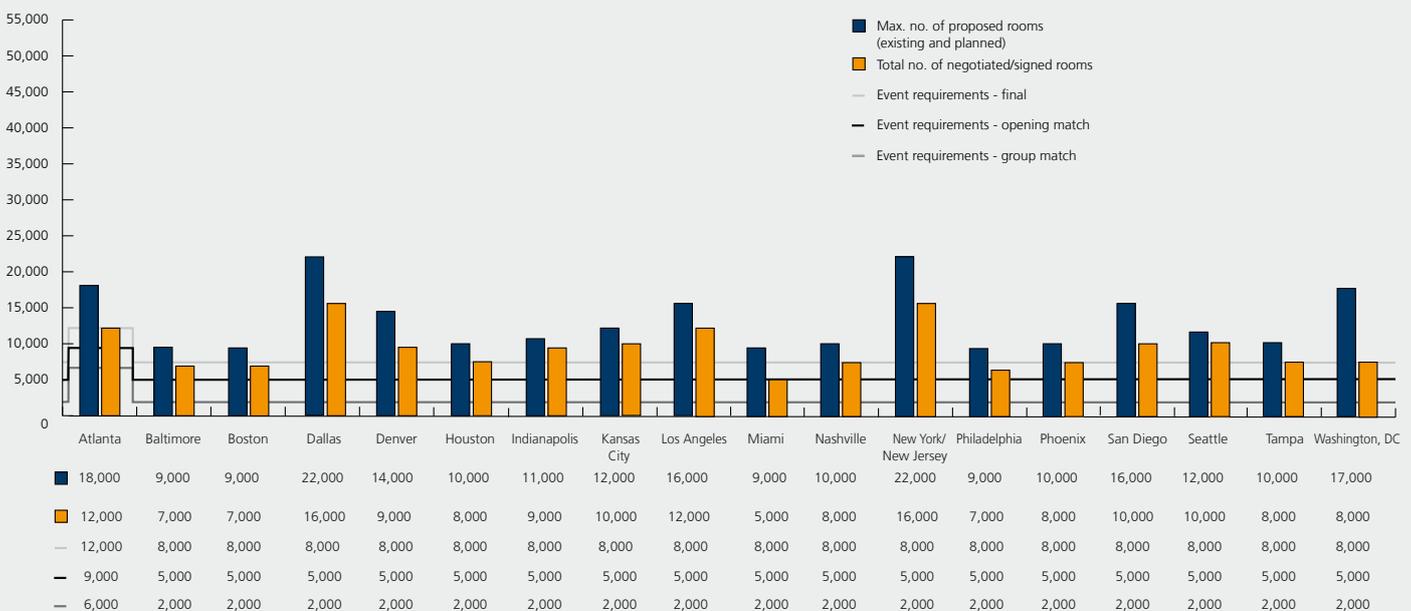
4.10 FIFA headquarters

The information given in the US bid on the proposed FIFA headquarters partially addresses FIFA’s requirements. It is proposed to have two separate FIFA headquarters: one for the first stage of the competition and the other for the second stage. Information is only given on the FIFA headquarters proposed for the first stage, the Mandarin Oriental in Washington, D.C.

There are 415 guest rooms in the hotel (302 of which are contracted). FIFA’s requirements for office space is 8,000m². It is proposed that the offices would be set up in the ballroom and eight meeting rooms covering 3,623m². In addition, 120 bedrooms (4,440m²) would be converted into offices. To avoid a shortfall in the number of guest rooms, it is proposed to use a nearby hotel (which is not named) for additional rooms or to move some administrative offices to nearby office space (which is not stipulated) to free up additional guest rooms.

Transport links are good and the hotel is centrally located: the closest airport is 5.3km away and the Washington, DC World Cup Stadium is 22.9km away. However, it should be noted that the rack rate for a standard room in the Mandarin Oriental is high (USD 750). The VIP hotel is not specified in the Bid Book. A hotel with more than 400 rooms would need

Proposed v. negotiated rooms per Host City and match type



Source: Template 11

(Figures rounded up or down to the nearest 1,000)

FIFA Hotel Agreements have been signed for the negotiated rooms

Event requirements do not include requirements for supporters and team base camp hotels

IBC room requirements included in figures for Atlanta

to be contracted in order to fulfil FIFA's room requirements for the FIFA delegation including VIPs.

In conclusion, no information has been provided on the FIFA headquarters hotel for the second stage of the competition, and insufficient information has been provided on where the additional office facilities would be located in the Mandarin Oriental. Detailed information on the FIFA VIP hotel is also required in order to assess whether FIFA's requirements would be fully met. Moreover, the rack rate for a standard room in the proposed FIFA headquarters is high and may need to be renegotiated if accepted as the FIFA headquarters hotel.

4.11 Transport

Transport at national level

The USA provides a clear and well-structured transport dossier focusing on the Host Cities. The size of the country means there are relatively long distances between the candidate Host Cities and ground connections are only possible between a few of them.

The national railway system operates passenger services on 34,000km of track, connecting 500 destinations. The government-owned corporation Amtrak provides inter-city passenger train services. The only high-speed rail connection in the USA at the moment – and the only one currently providing acceptable rail travel times between proposed Host Cities – runs from Boston to New York, Philadelphia, Baltimore and Washington, D.C.

The US Government has allocated more than USD 10 billion in funding in 2009-2010 to improve public rail transport by 2020, and these improvements could benefit FIFA World Cup™ operations in case of appointment for 2022. Federal and state planners intend to introduce high-speed services along ten additional rail corridors in the USA (reaching speeds of up to

240km/h) during next decade. The north-east corridor will be extended north to several other cities (e.g. Montreal, Canada) and south to Charlotte via Richmond by 2020. During the same period, new high-speed trains should also be available in Florida (Tampa, Orlando and Miami by 2014/2017) and in central states (Kansas City to Chicago via St. Louis). Seattle will also upgrade its high-speed railway system with a connection to Portland by 2015 and to Vancouver, Canada by 2020. In California, connections are also planned between Los Angeles and San Diego, and then also from these cities to San Francisco and Las Vegas. The extensive and high-quality US road network comprises national/federal highways, state highways and street systems that would support the traffic requirements of all constituent groups during the FIFA World Cup™. All candidate Host Cities foresee enhancements to their highways in the future, in addition to the federal funds allocated to highway improvements over the years ahead. Nevertheless, the average travel time between the Host Cities is still longer than acceptable. Only the connections between the cities in the north-east (Boston, New York, Philadelphia, Baltimore and Washington, D.C.) and between Los Angeles and San Diego could be considered feasible.

Transport at Host City level

The USA's transport strategy for the FIFA World Cup™ is closely aligned with its environmental objectives. The overall transport strategy is based on the explicit goal of achieving zero fossil fuel utilisation in transportation vehicles through the use of alternative fuel systems, including electric and biofuel-operated vehicles. In addition, it is planned to increase the number of bicycle valet services and to introduce pedestrian-friendly pathways for spectators. In general, spectators use private transport and public and private mass-transit bus systems to travel to sports stadiums and there is a correspondingly well-developed infrastructure

Travel distance between Host Cities

	Washington, D.C.		Tampa		Seattle		San Diego		Phoenix		Philadelphia		New York		Nashville	
Atlanta	1024 km	13 h 50 min.	735 km	2 days	4270 km	4 days	3452 km	4 days	2978 km	3 days	1318 km	16 h 20 min.	1419 km	17 h 45 min.	403 km	n/a
	10 h 30 min.		6 h 55 min.		39 h 31 min.		31 h		27 h 20 min.		13 h 20 min.		14 h 25 min.		3 h 45 min.	
Baltimore	65 km	50 min.	1581 km	22 h 45 min.	4477 km	3 days	4386 km	3 days	3753 km	3 days	171 km	1 h	308 km	2 h 45 min.	1134 km	n/a
	1 h		15 h 40 min.		41 h 57 min.		40 h 46 min.		35 h 25 min.		2 h		3 h 25 min.		11 h 25 min.	
Boston	711 km	7 h 30 min.	2229 km	2 days	4926 km	2 days	4907 km	3 days	4258 km	5 h 50 min.	499 km	3 days	335 km	3 h 30 min.	1793 km	n/a
	8 h 5 min.		22 h 40 min.		46 h 30 min.		46 h 0 min.		46 h 30 min.		5 h 45 min.		4 h 5 min.		18 h 20 min.	
Dallas	2134 km	2 days	1825 km	3 days	3389 km	4 days	2189 km	2 days	1720 km	2 days	2363 km	3 days	2519 km	2 days	1069 km	n/a
	20 h 55 min.		17 h 35 min.		31 h 50 min.		19 h 20 min.		15 h 30 min.		23 h 25 min.		24 h 30 min.		10 h 10 min.	
Denver	2731 km	2 days	3038 km	3 days	2124 km	3 days	1738 km	24 h	1324 km	2 days	2821 km	3 days	2864 km	2 days	1862 km	n/a
	26 h 10 min.		29 h 5 min.		19 h 30 min.		16 h 15 min.		12 h 55 min.		26 h 55 min.		27 h 30 min.		17 h 45 min.	
Houston	2274 km	2 days	1625 km	n/a	3772 km	3 days	2371 km	2 days	1897 km	n/a	2503 km	2 days	2659 km	25 h 50 min.	1264 km	n/a
	22 h 15 min.		15 h 25 min.		35 h 30 min.		20 h 55 min.		16 h 45 min.		24 h 45 min.		25 h		12 h 50 min.	
Indianapolis	953 km	17 h 55 min.	1639 km	2 days	3579 km	3 days	3379 km	3 days	2746 km	2 days	1036 km	20 h 10 min.	1142 km	21 h 45 min.	463 km	n/a
	9 h 45 min.		15 h 55 min.		33 h 5 min.		31 h 5 min.		25 h 45 min.		10 h 40 min.		11 h 55 min.		4 h 30 min.	
Kansas City	1729 km	2 days	2071 km	2 days	2964 km	3 days	2586 km	2 days	1954 km	2 days	1812 km	24 h	1919 km	2 days	894 km	n/a
	17 h 20 min.		20 h 10 min.		27 h		24 h 15 min.		18 h 55 min.		18 h 15 min.		19 h 30 min.		8 h 45 min.	
Los Angeles	4321 km	3 days	4131 km	4 days	1838 km	1 h 20 min.	194 km	2 h 45 min.	595 km	5 h 40 min.	4376 km	3 days	4483 km	3 days	3228 km	n/a
	40 h 5 min.		37 h 40 min.		18 h 10 min.		2 h 10 min.		5 h 40 min.		41 h 5 min.		42 h 20 min.		29 h 25 min.	
Miami	1701 km	23 h 6 min.	402 km	5 h 15 min.	5329 km	4 days	4280 km	4 days	3806 km	4 days	1941 km	2 days	2078 km	n/a	1468 km	n/a
	16 h 20 min.		3 h 55 min.		49 h 40 min.		38 h 55 min.		34 h 45 min.		19 h 5 min.		20 h 25 min.		14 h 15 min.	
Nashville	1078 km	n/a	1181 km	n/a	3868 km	n/a	3268 km	n/a	1330 km	n/a	1330 km	n/a	1431 km	n/a		
	10 h 50 min.		11 h 30 min.		35 h 40 min.		29 h 55 min.		13 h 20 min.		13 h 20 min.		14 h 25 min.			
New York/ New Jersey	366 km	3 h 15 min.	1884 km	2 days	4597 km	3 days	4519 km	3 days	151 km	1 h 20 min.	151 km	1 h 20 min.				
	4 h 15 min.		18 h 55 min.		43 h 25 min.		42 h 55 min.		1 h 50 min.		1 h 50 min.					
Philadelphia	227 km	1 h 30 min.	1745 km	24 h	4597 km	3 days	4416 km	3 days	3783 km	3 days						
	2 h 45 min.		17 h 30 min.		43 h 25 min.		41 h 40 min.		36 h 25 min.							
Phoenix	3710 km	3 days	3519 km	n/a	22 h 45 min.	2 days	570 km	17 h 25 min.								
	35 h 20 min.		32 h		2 h 45 min.		5 h 30 min.									
San Diego	4331 km	3 days	3991 km	4 days	3991 km	2 days										
	40 h 30 min.		36 h 15 min.		36 h 15 min.											
Seattle	4479 km	3 days	5041 km	4 days												
	41 h 55 min.		47 h													
Tampa	1507	21 h 55 min.														
	14 h 45 min.															

Source: Template 12

Miami		Los Angeles		Kansas City		Indianapolis		Houston		Denver		Dallas		Boston		Baltimore	
1066 km	2 days	3504 km	3 days	1293 km	2 days	861 km	2 days	1283 km	3 days	2284 km	2 days	1264 km	3 days	1791 km	21 h 15 min.	1122 km	14 h 45 min.
10 h 5 min.		32 h 20 min.		12 h 40 min.		8 h 30 min.		12 h 15 min.		49 h 15 min.		12 h		18 h 25 min.		11 h 30 min.	
1775 km	24 h	4385 km	3 days	1734 km	2 days	958 km	19 h 15 min.	2338 km	2 days	2729 km	2 days	2201 km	2 days	650 km	6 h 15 min.		
17 h 15 min.		40 h 15 min.		17 h 20 min.		9 h 45 min.		22 h 49 min.		35 h 15 min.		21 h 30 min.		7 h 20 min.			
2423 km	2 days	4828 km	3 days	2305 km	2 days	1527 km	2 days	2982 km	2 days	3187 km	2 days	2842 km	2 days				
24 h 25 min.		45 h 35 min.		22 h 35 min.		15 h 25 min.		29 h 45 min.		30 h 35 min.		28 h 25 min.					
2111 km	3 days	2316 km	2 days	816 km	12 h 40 min.	1448 km	2 days	385 km	13 h 30 min.	1259 km	2 days						
20 h 20 min.		21 h 15 min.		8 h 20 min.		13 h 50 min.		3 h 50 min.		12 h 45 min.							
3324 km	3 days	1645 km	2 days	968 km	17 h 40 min.	1744 km	23 h 20 min.	1666 km	2 days								
31 h 45 min.		15 h 15 min.		9 h 5 min.		16 h 40 min.		16 h 25 min.									
		2497 km	2 days	1199 km	23 h 20 min.	1643 km	2 days										
		22 h 20 min.		11 h 55 min.		16 h 15 min.											
1925 km	2 days	3341 km	2 days	777 km	12 h												
18 h 35 min.		30 h 35 min.		7 h 40 min.													
2356 km	2 days	2548 km	2 days														
22 h 45 min.		23 h 40 min.															
4417 km	4 days																
40 h 25 min.																	

1	3	1. Distance by car in km
2		2. Average car travel time in hours and min.utes
		3. Rail travel time

Flight connections/journey times

	Washington, D.C.		Tampa		Seattle		San Diego		Phoenix		Philadelphia		New York		Nashville	
Atlanta	1 h 50 min.	✓	1 h 25 min.	✓	5 h 25 min.	✓	4 h 15 min.	✓	3 h 45 min.	✓	2 h 20 min.	✓	2 h 35 min.	✓	1 h 5 min.	✓
Baltimore	n/a	n/a	2 h 10 min.	✓	5 h 40 min.	✓	5 h 0 min.	✓	4 h 30 min.	✓	45 min.	✓	1 h 30 min.	✓	1 h 40 min.	✓
Boston	1 h 30 min.	✓	3 h 5 min.	✓	5 h 30 min.	✓	5 h 25 min.	✓	5 h	✓	1 h 15 min.	✓	1 h 20 min.	✓	4 h 10 min.	✗
															Washington, D.C. (DCA)	
Dallas	3 h 10 min.	✓	2 h 35 min.	✓	4 h 25 min.	✓	2 h 50 min.	✓	2 h 20 min.	✓	2 h 55 min.	✓	3 h 10 min.	✓	1 h 55 min.	✓
Denver	3 h 50 min.	✓	3 h	✓	2 h 50 min.	✓	2 h 10 min.	✓	1 h 50 min.	✓	4 h 10 min.	✓	4 h 20 min.	✓	2 h 50 min.	✓
Houston	3 h 20 min.	✓	2 h 5 min.	✓	4 h 30 min.	✓	3 h 5 min.	✓	2 h 40 min.	✓	3 h 25 min.	✓	3 h 50 min.	✓	1 h 55 min.	✓
Indianapolis	1 h 50 min.	✓	2 h 10 min.	✓	6 h 25 min.	✗	6 h 45 min.	✗	3 h 15 min.	✓	1 h 15 min.	✓	2 h 20 min.	✓	3 h 15 min.	✗
					Chicago (ORD)		Dallas (DFW)								Cincinnati (CVG)	
Kansas City	2 h 15 min.	✓	2 h 40 min.	✓	3 h 55 min.	✓	3 h 30 min.	✓	2 h 45 min.	✓	2 h 30 min.	✓	3 h 10 min.	✓	1 h 40 min.	✓
Los Angeles	5 h 25 min.	✓	5 h 5 min.	✓	2 h 35 min.	✓	45 min.	✓	1 h 20 min.	✓	5 h 50 min.	✓	6 h 10 min.	✓	4 h 30 min.	✓
Miami	2 h 40 min.	✓	55 min.	✓	6 h 30 min.	✓	8 h 5 min.	✗	7 h 40 min.	✗	2 h 50 min.	✓	3 h	✓	2 h 10 min.	
					Atlanta (ATL)		Atlanta (ATL)									
Nashville	1 h 45 min.	✓	1 h 45 min.	✓	4 h 55 min.	✓	4 h 25 min.	✓	3 h 45 min.	✓	1 h 52 min.	✓	2 h	✓		
New York	1 h 30 min.	✓	2 h 25 min.	✓	6 h 20 min.	✓	5 h 30 min.	✓	5 h 30 min.	✓	1 h	✓				
Philadelphia	1 h 5 min.	✓	2 h 30 min.	✓	6 h	✓	5 h 10 min.	✓	4 h 20 min.	✓						
Phoenix	4 h 50 min.	✓	4 h 30 min.	✓	2 h 45 min.	✓	1 h 15 min.	✓								
San Diego	4 h 35 min.	✓	7 h 20 min.	✗	2 h 45 min.	✓										
			Houston (IAH)													
Seattle	5 h 40 min.	✓	8 h 50 min.	✗												
			Houston (IAH)													
Tampa	2 h 10 min.	✓														

Source: Template 16

Miami	Los Angeles	Kansas City	Indianapolis	Houston	Denver	Dallas	Boston	Baltimore
1 h 55 min. ✓	4 h 25 min. ✓	2 h 10 min. ✓	1 h 35 min. ✓	2 h 10 min. ✓	3 h 10 min. ✓	2 h 15 min. ✓	2 h 50 min. ✓	1 h 55 min. ✓
2 h 25 min. ✓	5 h 10 min. ✓	2 h 30 min. ✓	1 h 35 min. ✓	3 h ✓	3 h 50 min. ✓	2 h 55 min. ✓	1 h 45 min. ✓	
3 h 30 min. ✓	5 h 40 min. ✓	2 h 50 min. ✓	2 h 20 min. ✓	4 h ✓	3 h 55 min. ✓	3 h 40 min. ✓		
3 h 5 min. ✓	3 h ✓	1 h 40 min. ✓	2 h 30 min. ✓	1 h 15 min. ✓	1 h 55 min. ✓			
4 h 15 min. ✓	2 h 20 min. ✓	1 h 50 min. ✓	2 h 55 min. ✓	2 h 30 min. ✓				
2 h 35 min. ✓	3 h 20 min. ✓	1 h 55 min. ✓	2 h 35 min. ✓					
2 h 5 min. ✓	5 h 5 min. ✓	4 h 25 min. ✗						
		Detroit (DTW)						
4 h 55 min. ✗	3 h 40 min. ✓							
Atlanta (ATL)								
5 h 30 min. ✓								

1	2	1. Journey time
2		2. Direct flights (yes ✓/no ✗)?
3		3. If no direct flights, specify transfer airport(s)

for private vehicles in the candidate Host Cities. Thirteen of the 18 cities also have light or heavy-rail systems for transporting spectators to the stadiums. The particular transport aspects of the Host Cities are summarised as follows:

- The Atlanta, Baltimore, Indianapolis and Nashville stadiums are located in the heart of their respective city centres. Their central location, the relatively short walking distance to the rail and bus stations, and the subway (or railway) connection to the cities' airports would assure easy accessibility. Denver also has a centrally located stadium with acceptable inner-city distances, however its main subway network, including a connection to the airport, is still in development.
- The Houston, Kansas City, Miami, New York, Philadelphia, San Diego, Seattle, Tampa and Washington, D.C. stadiums are located further from their city centres, and transfer times between key venues, including their transport hubs, are longer. However, due to their well-developed infrastructure, these cities would be able to meet the tournament requirements. In particular, Tampa's subway network has still to be completed, and importantly, Washington's subway network is to be augmented with a connection to its airport.
- The distances to the stadiums in Boston and Los Angeles and to their main transport hubs are longer. The relatively long distances between these cities' key venues (transfer of about 40–45 minutes between bus stations and stadiums) could impact bus-fleet operations.
- Dallas and Phoenix are currently the only two candidate Host Cities with a less well-equipped mobility infrastructure. Completion of the planned transport infrastructure would have to take into account the long distances between key city venues. Dallas in particular would require an airport connection by subway, and Phoenix would need mass-public transport services between stadium and the city centre.

Air transport

The Bid Book provides comprehensive information about airport facilities. The USA has developed an efficient and extensive airport network. Almost all candidate Host Cities have access to two or more major national or international airports within their metropolitan and regional areas. In addition, the US Department of Transportation's Federal Aviation Administration has committed USD 1.1 billion in airport grants over the next few years to enhance maintenance, operations and safety, construct facilities, improve infrastructure and renovate runways.

The large aviation market is reflected in the fact that there are direct connections to almost all of the proposed Host Cities. In some cases, however, the air travel time could be longer than two hours, which might merit consideration of a "clusterising" of the Host Cities for the group-stage matches.

Atlanta (ATL), Dallas (DFW), Denver (DEN), Houston (IAH), Los Angeles (LAX) and Phoenix (PHX) airports handle more than 40 million passengers per year. These are huge airports which would cope easily with the tournament requirements (the smallest of the group, Phoenix, has an estimated passenger throughput of about 90,000 in the ten hours before and after matches).

Baltimore (BWI), Boston (BOS), Miami (MIA), New York (EWR), Philadelphia (PHL), San Diego (SAN), Seattle (SEA), Tampa (TPA) and Washington, D.C. (IAD) airports handle between 20 and 40 million passengers per year and would cope easily with the tournament requirements, having passenger throughput of at least 50,000 in the ten hours before and after matches.

The smaller airports, Indianapolis (IND), Kansas City (MCI) and Nashville (BNA), which handle around 10 million passengers per year, also have acceptable capacity to cope with the tournament operations (i.e. a minimum passenger throughput of 37,000 in the ten hours before and after matches).

Conclusion

In general, the candidate Host Cities have well-developed infrastructure and experience in managing traffic and crowd flows for events and sports contests. In addition, the capacity of the airports and the competitiveness of the aviation market in the USA would ensure reliable air transfer, even though the country's vastness and geographic location imply a dependence on air travel. Moreover, the fact that some air travel times are longer than two hours would make it necessary to "cluster" group-stage matches to reduce internal transfer times.

Annexe 1 – National transport network

Annexe 2 – Host City transport networks

4.12 Information technology and communication network

The bid includes a comprehensive description of its well-developed information and communications technology (ICT) infrastructure. The USA is home to two of the four biggest telecommunications companies in the world (AT&T and Verizon) and to two more in the top 20 (Sprint Nextel and Comcast).

- There are currently 160 million fixed lines in use and more than 276 million mobile telephone subscribers. Some 227 million (74% of the population) have internet access.
- Large fibre-optic backbones are operated by Level3 Communications, whose services are used by ten of the largest US internet service providers and the ten largest European internet service providers.
- By the end of 2006, there were ten exabytes (one exabyte is one billion gigabytes) of annual internet traffic in the USA, and this will exceed 1,000 exabytes by the end of 2015.
- All four primary carriers have or are converting their wireless transmission to a 4G

service, with the full conversion to be finished by the end of 2012.

- Television transmission in the USA has recently been converted from analogue to digital.
- Comprehensive pricing was provided for most common IT-related products and services.
- Companies like AT&T and Verizon spend USD 5 to 10 billion annually on improving their networks.

The deregulation of the telecommunications industry in the USA has resulted in significant flexibility and competition but would also pose challenges when it comes to creating a seamless solution that encompasses all candidate Host Cities, as in some cities there are hundreds of providers. This may also make the provision of a comprehensive Government Guarantee difficult.

All of the candidate Host Cities routinely handle major sporting events and already have extensive internal infrastructure. Moreover, Level3 already has significant capability to support operations and media between 17 of the candidate Host Cities.

An estimated ten per cent of the current network capacity is used at any one time, thus leaving a large portion available for use during the event. However, the local bandwidth around each venue and candidate Host City would still have to be verified. As described, the international fibre-optic capacity seems more than adequate both on the east and west coast.

The regulatory entities in the USA seem to be flexible but are complex at local level, and therefore significant monitoring and management would be required during the event to ensure a common platform.

Expansion of telecommunications services is dependent on consumer demand rather than on any government initiative. Historically, there has been considerable investment but this may be affected by consumer spending in the future.

The USA appears to have a strong infrastructure which would meet the requirements of the FIFA World Cup™. However, full support of the ICT implementation is not ensured as the required guarantees, undertakings and confirmations have not been given as part of Government Guarantee No. 7.

4.13 Safety and security

The Bidder's safety and security proposals would rely on its widely developed existing schemes and policies in the field of security. The US Government intends to designate the FIFA World Cup™ a National Special Security Event (NSSE), a comprehensive security framework that has been tested and continually refined since 1998. This designation would mean that the FIFA World Cup™ would receive the highest level of federal attention to ensure the event is secure. As an NSSE, all the most important key players and stakeholders, as well as specialised systems, would be incorporated into a security plan and operation for the FIFA World Cup™ to ensure uniform and consistent coverage and delivery of security for all FIFA constituent groups and the football family.

The security concept presented covers all FIFA's security requirements and shows attention to detail. Although the USA has already hosted numerous large-scale international events, the Bidder has established a dedicated structure which would allow the latest know-how to be incorporated into the FIFA World Cup™ security strategy and policies.

The Bidder proposes a clear and comprehensive concept which suggests it would manage the safety and security of the FIFA World Cup™ efficiently. The bid also clearly sets out the interaction between the key players and the workforce involved in providing the security services.

Overall, international safety and security standards for major events are likely to be met.

4.14 Health and medical services

The Bidder provides sufficient and good-quality information, including general health recommendations, a description of the health-care system, medical expenses cover, the proposed health-care facilities to be used during the event, the emergency medicine provisions, the specific national provisions for medical services at football events including staffing and infrastructure, and the anti-doping services available.

In-depth information is provided on all the points mentioned above and most of FIFA's requirements are already fulfilled by national regulations. Details are provided on hospitals at all venues and training camps, the delivery of emergency services at different levels, specific staffing and infrastructure, all the way down to individual equipment items for the medical services at the competition.

The medical facilities and preventive provisions and procedures with regard to mass emergency medicine comply with high international standards. There are no major health risks with regard to endemic or epidemic diseases and no specific vaccination requirements. The anti-doping facilities are of highest standard, including two WADA-accredited laboratories. The health-care system, the proposed medical facilities and the precautions and plans with regard to the provision of medical services to teams, delegations and visitors at a mass event meet international standards. From a medical point of view, barring unforeseen epidemics or developments, there is no major risk involved in staging the event in this country.

Overall, FIFA's requirements and international standards for health and medical services are likely to be met.

4.15 Competition-related events

The Bid Book proposes five different Host Cities to stage the competition-related events, thus ensuring a fair distribution of the events throughout the country. The options proposed for each of the competition-related events are as follows:

Event	Venue
FWC Preliminary Draw and team seminar	Jacob K. Javits Centre, New York (area: 70,000m ² of exhibition space; Special Events Hall capacity: 3,200)
FWC Final Draw	Miami Beach Convention Centre (area: 93,000m ² of flexible space)
FWC team workshop	Manchester Grand Hyatt, San Diego (area: 11,000m ²)
FCC Draw and team workshop	Walter E. Washington Centre, Washington, D.C. (ballroom capacity: up to 5,000)
Referees workshop	Manchester Grand Hyatt, San Diego
FIFA Congress	Dallas Convention Centre (area: 90,000m ²)
FIFA Banquet	Walter E. Washington Centre, Washington, D.C.

It appears that all venues have high-tech infrastructure. From the information given in the Bid Book, the venues seem to exceed FIFA's space requirements for the competition-related events. However, the venue for the FIFA Banquet would need to be altered so that it is held in the same Host City as the FIFA Congress.

A wide range of high-quality hotels has been proposed with plentiful hotel rooms to accommodate the various constituent groups within close proximity of the competition-related events.

In conclusion, it appears that the proposals made by the Bidder would fulfil FIFA's requirements for hosting the competition-related events, pending reconsideration of the FIFA Banquet venue.

4.16 Media facilities, communications and public relations

IBC

The Bidder demonstrates an awareness of the critical requirements and the proposed venue seems to meet the requirements for an International Broadcast Centre (IBC). Moreover, the Bidder seems to be able to offer several

alternative venues, also with options for expansion, which might be important in view of the potential additional media interest in the USA.

Media facilities and services at venues and stadiums

The quality of the information and clarifications received from the Bidder is sufficient. The fact that there are 18 candidate Host Cities enables sufficient flexibility to choose the best venues. In general, the space in and around the stadiums appears to be sufficient. The stadium owners usually have a high level of experience as they are used to hosting lots of different sports events and concerts, and indeed most of the stadiums have staged a Super Bowl in recent years.

The media space and infrastructure at the venues proposed for the competition-related events appear to meet the requirements. Temporary media structures (for the media tribune, mixed zone and stadium media centre (SMC)) would be required at most of the existing stadiums and would need to be addressed in the overall space allocation. To summarise, there is no major risk in terms of media facilities and services.

Communications and public relations

The Bidder's communications concept is sufficiently detailed. The strategy would provide all news, facts and figures and quotes digitally, regardless of the location of the media.

The US media landscape is traditionally innovative and up to date. News consumption is increasing and 74% of Americans use the internet. There are a total of 2,329 daily and Sunday papers with a circulation of more than 50 million, and some 1,300 and 14,000 TV and radio stations respectively. About 60 media outlets are considered national in scope. Sports channels such as ESPN reach 98 million households, giving them a penetration rate of 86%, while the Univision Television Group reaches about 95% of Hispanic households.

The main objectives of the communications strategy are to maximise the coverage of the tournament (no media activity would be left uncovered), enhance the reputation of FIFA and US football, create the platform for the biggest possible positive global impact, and give top priority to sustainability. If the USA is appointed host of the FIFA World Cup™, a distinction would have to be made between different information channels such as the FIFA Media Channel, HBS feeds, etc. in order to clearly determine who receives what information (to secure the rights of the media rights licensees).

4.17 Media and marketing rights

TV and media rights

FIFA generates a substantial part of its revenues through TV income (via sales of its media rights), which is mainly driven by TV ratings and related values in each part of the world. The TV ratings are affected by what time of the day the match is shown live in each territory of the world. In the past (and the same will still apply to the 2014 FIFA World Cup™), TV income from the world's markets has not been evenly spread: Europe still generates the largest share. There is a risk of a reduction in TV ratings from Europe should the FIFA World Cup™ be hosted in the USA. For example, the east coast of the USA is UTC-4 and the west coast is UTC-7, which means that matches would be shown very late at night or early in the morning from a European TV perspective. In Europe, audiences are generally lower earlier in the day compared to prime time or closer to prime time, and consequently, media companies would have more difficulty exploiting the media rights. However, the earlier matches (assuming a similar pattern of kick-off times as in previous FIFA World Cups™) on each day's match schedule would correspond to European prime time. With slight adaptations to the match schedule, some of the issues could therefore be mitigated. In Asia, the matches would be live in the morning or at lunchtime.

It is important to note that FIFA is striving to balance revenues across the world, a goal which is achievable in the long term but unlikely by 2022. In order to work towards this goal and to offset the aforementioned risk in Europe in particular (dividing the world into the three large blocks based on the main time zones of Asia/Oceania, Europe/Africa and the Americas), the share would need to be substantially increased in Asia/Oceania and the Americas.

It should be noted that a correlation exists between TV ratings and other values related to the FIFA World Cup™, such as the exposure value for FIFA World Cup™ marketing rights holders.

Sports marketing and sponsorship market

The quality of the information submitted by the USA in respect of local sports marketing practices and the domestic sponsorship market was sufficient.

The Bidder provides a list of approximately 50 corporations sponsoring US-based football properties as well as a summary of the non-domestic football sponsorship activities of six US-based corporations. Information was also provided on the relative sponsorship spend of football in comparison to other top US sports. The Bidder did not provide any information in respect of corporations investing in other major sports.

Football in the USA is less developed than in many other western markets but, with a population of over 300 million people, the potential is high. The top league has increased in professionalism over the last decade and on average an estimated 16,000 people attend matches. The USA is considered to be a key market for FIFA's Commercial Affiliates due to the size and the maturity of the economy and its highly developed sponsorship market.

The Bid Book provides a sophisticated approach to preventing ambush marketing, which is underlined by the government and the sports industry's vast experience of securing appropriate rights protection programmes. No guarantees, undertakings or confirmations with respect to the protection of FIFA's commercial rights are given; the document only makes reference to the legislation currently in place in the USA. However, the currently applicable laws in the USA offer a good basis for the protection of commercial rights and their exploitation.

Outdoor advertising media inventory

The use of outdoor advertising media inventory by FIFA and/or the LOC in specified areas throughout the Host Cities helps to create a festive atmosphere and forms an important part of FIFA's anti-ambush marketing strategy. The level of information provided by the Bidder in respect of the outdoor advertising media secured in the Host Cities was poor.

The Bidder provides maps outlining the type and location of secured outdoor advertising media inventory in the Host Cities within the required radius of the stadiums and FIFA Fan Fest™ sites. No information was provided in respect of inventory located within a 500-metre radius of the draw venues, inventory located in areas most likely to be used for protocol routes, inventory specifically created for the competitions and owned by the Host City, inventory at key locations at the airports in the Host Cities and vehicle exteriors on mass transit routes to the stadiums. If the USA is appointed to host the 2022 FIFA World Cup™, information would be required in respect of inventory secured within these areas.

The inspection team visited the National Mall, the principal proposed FIFA Fan Fest™ site in Washington, D.C. (a possible Host City for the final). The National Mall (running from the Lincoln Monument to the Capitol) is an iconic city-centre location and is well served by public transport (subway, bus and rail).

The space in the area designated for the FIFA Fan Fest™ seems to accommodate FIFA's requirements. If the USA be appointed to host the FIFA World Cup™, it is recommended that the plans to secure the site, which is flanked on both sides by museums and government buildings, as well as potential restrictions on commercial activities, be reviewed. In its Bid Book, the Bidder makes proposals for at least one FIFA Fan Fest™ site in each candidate Host City.

4.18 Finance and insurance

The FIFA Confederations Cup 2021 and 2022 FIFA World Cup™ expenditure budgets submitted by the Bidder meet the requirements of the budget template and are derived from a financial model that incorporates both competitions. The model contains 62 data sheets, provides detailed cost assumptions and cost drivers and is further supported by an explanatory memorandum.

Expenditure budget

The FIFA Confederations Cup and FIFA World Cup™ expenditure budgets (in US dollars) are as follows:

Cost figures in thousands	2010 costs excluding inflation	Inflation-adjusted expenditure budgets
Competition	USD	USD
FCC 2021	59,721	77,523
FWC 2022	601,430	777,928
Total	661,151	855,451

The budget totals do not include lump-sum contingencies, however the Bidder has confirmed contingencies in several budget captions of USD 24.2 million or approximately 2.8% of the 2021/2022 total combined expenditure budgets respectively.

The Bid Committee has applied a fixed annual inflation rate of 2.4% for all years in the expenditure budget up to 2022; this is 0.4% higher than the projections of the Congressional Budget Office (which range from 1.5% to 2% in the period 2010 to 2018) and as reported in the Bid Book. According to the Bid Book, inflation rates for the USA ranged between -0.4% and 3.8% in the period from 2004 to 2009.

As the budgets are prepared in US dollars, no foreign exchange translation from local currency to USD is required.

Significant budget areas

The Bidder indicates total staff compensation costs of USD 194.9 million or 23% of the total combined expenditure budgets. These costs are derived from a detailed staffing plan identifying the compensation level by individual and period of employment. The stadium costs include temporary stadium overlay costs of USD 119.9 million and are mainly driven by costs for the stadium requirements, based on calculations made by an overlay consultant, and other stadium operating costs of USD 65.4 million relating to additional operating costs per matchday, ongoing stadium security costs and independent power supply. Transportation

and parking costs are budgeted at USD 44.0 million and primarily relate to vehicles and transportation services.

Insurance

Total insurance costs for the 2022 FIFA World Cups™ are reported at USD 18.3 million, of which USD 13.2 would be allocated for cancellation/postponement/relocation for a cover of USD 400 million.

Conclusion

The Bidder has submitted the budgets in the format required with supporting information. The supporting information provides cost analysis and detailed cost drivers. Based on the

total budget information submitted, the Bidder has demonstrated a clear correlation between the financial parameters of the budget and the intended operational delivery of each area of the competitions.

4.19 Ticketing

The proposed stadiums exceed FIFA's net seating capacity requirement by approximately 40%. The indicated seat kills and number of seats with an obstructed view appear to be acceptable, and the VIP and media allocations meet the requirements. The Bid Book provides clear stadium drawings and detailed information about hospitality.

It is reasonable to expect full stadiums (corresponding to 100% of the net seating capacity) in the USA, which would result in approximately 4,957,000 sellable tickets.

The bid meets the requirement for indoor hospitality in sky boxes and business seats (5% to 8%). The fact that stadiums already exist ensures seating capacity and facilitates early ticketing operations.

The bid provides high-quality proposals in terms of infrastructure and the existing market conditions. FIFA's ticketing and hospitality requirements are likely to be met.

4.20 Legal and Government Guarantees

The Bidder has submitted fully executed versions of all required contractual and government Hosting Documents. An overview of the Bidder's compliance with the content of the FIFA template documents and the risks resulting for FIFA is set out in Appendix 3.

The Hosting Agreement has been submitted in duly executed form without any deviation

from the FIFA template. Unilaterally executed Host City Agreements have been provided by all 18 proposed Host Cities. All such Host City Agreements fully comply with the template Host City Agreement without any deviation. The evaluation of contractual documents for stadiums and training sites is contained in the relevant sections above.

The Bidder has not provided legally enforceable Government Guarantees. All government documents contain major deviations from FIFA's template documents and important aspects required by FIFA are missing, in particular:

- No exemption from taxation in the USA is granted to FIFA and other beneficiaries, with the exception of the revocable exempt status granted to FIFA since 1994.
- No guarantees, undertakings or confirmations with respect to the protection of FIFA's commercial rights are given; the document only makes reference to the legislation currently in place in the USA. However, the currently applicable laws in the USA offer a good basis for the protection of commercial rights and their exploitation.
- No undertakings dealing with legal issues and indemnification in favour of FIFA are given by the government. However, the Bidder intends to implement a private insurance scheme to protect FIFA.

However, the competent authorities have declared their intention to enact the legislation necessary to establish the conditions required for organising and staging the FIFA World Cup™ by 1 June 2013.

The Government Legal Statement does not contain a statement regarding enforceability and does not list the necessary legislative steps to be taken to implement the Government Guarantees. The Legal Opinion contains material deviations from the FIFA template language and remains subject to certain exceptions and qualification. Additional Legal Opinions have also been provided in relation to nine US states to cover the relevant law of these states.

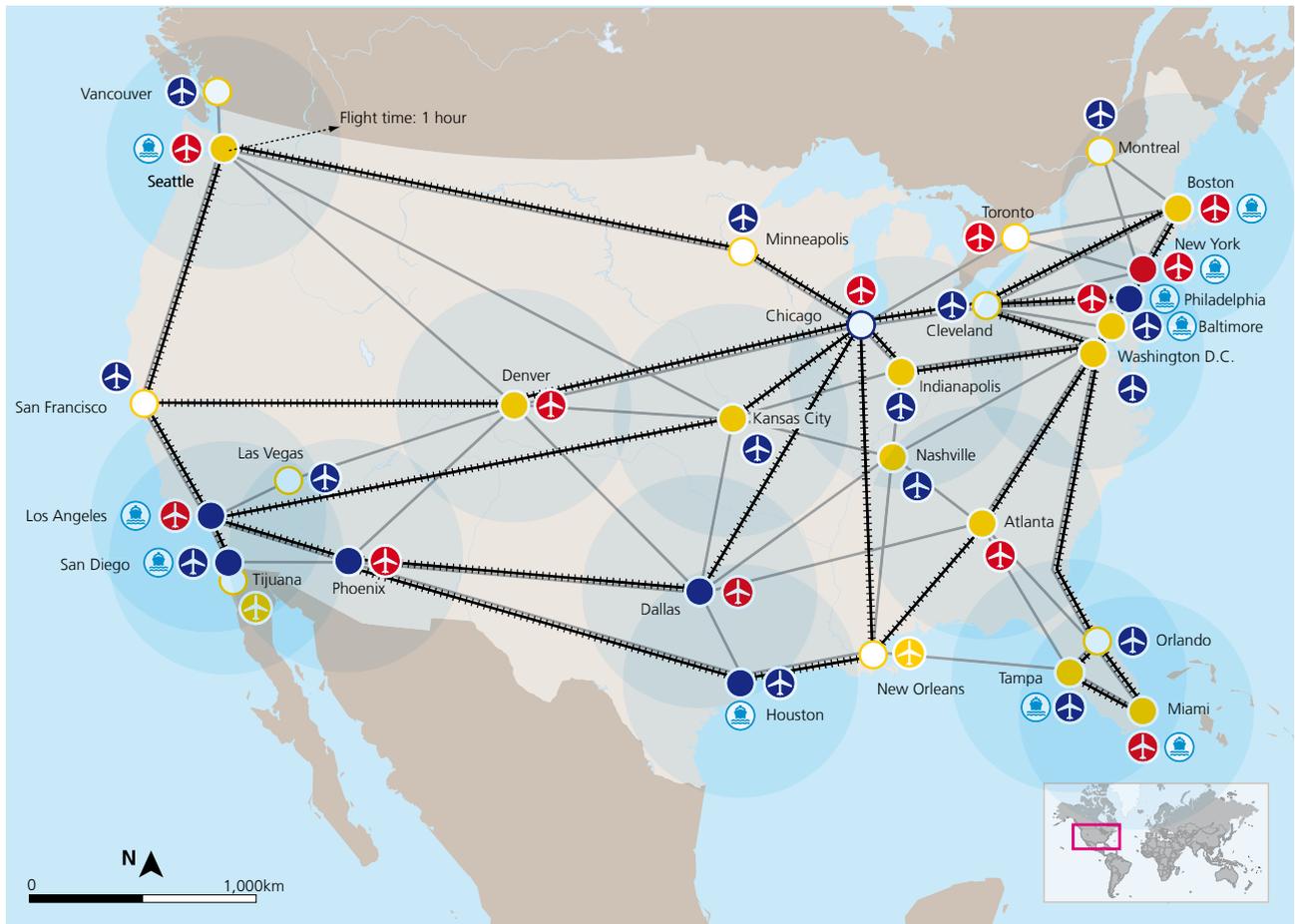
Nevertheless, by regularly being awarded the right to host major international sporting events such as the Summer Olympic Games, the Winter Olympic Games, the FIFA Women's World Cup™ and the FIFA World Cup™, the US Government has considerable experience in supporting the hosting and staging of major sports events and has proven its willingness to make material concessions and accommodate the concerns of event organisers.

Conclusion

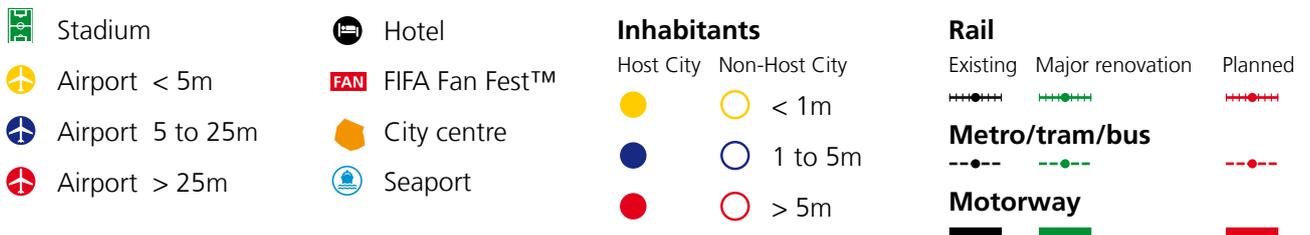
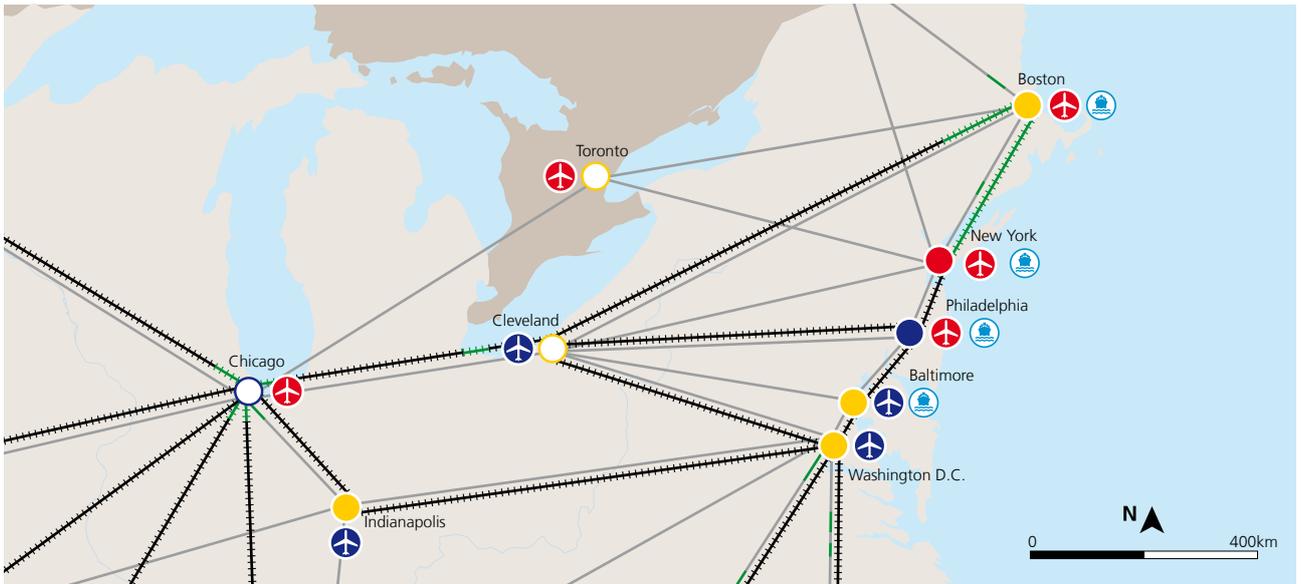
If the USA is awarded the hosting rights, FIFA's legal risk appears to be medium. Whilst the requirements for contractual documents

have been met, the necessary government support has not been provided in the form of the Government Guarantees and neither the Government Declaration nor the Government Legal Statement have been provided in compliance with FIFA's requirements for government documents, the US Government has considerable experience in supporting the hosting and staging of major sports events and has proven its willingness to make material concessions, accommodate the concerns of event organisers, and has expressed its intention to enact the necessary legislation by 1 June 2013.

Annexe 1 National transport network

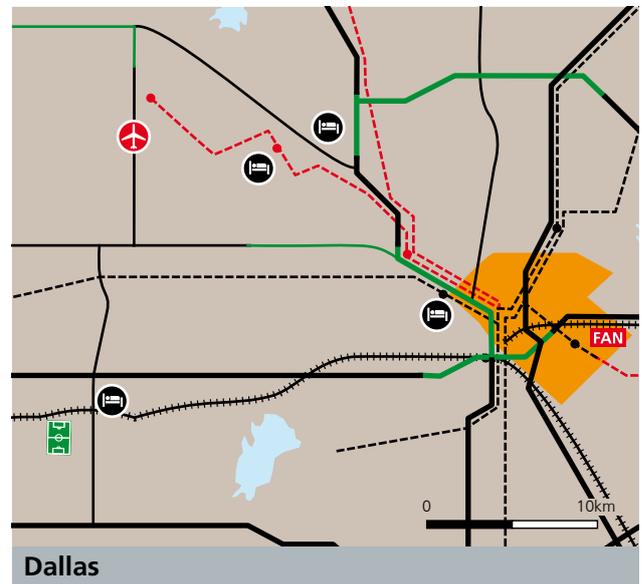
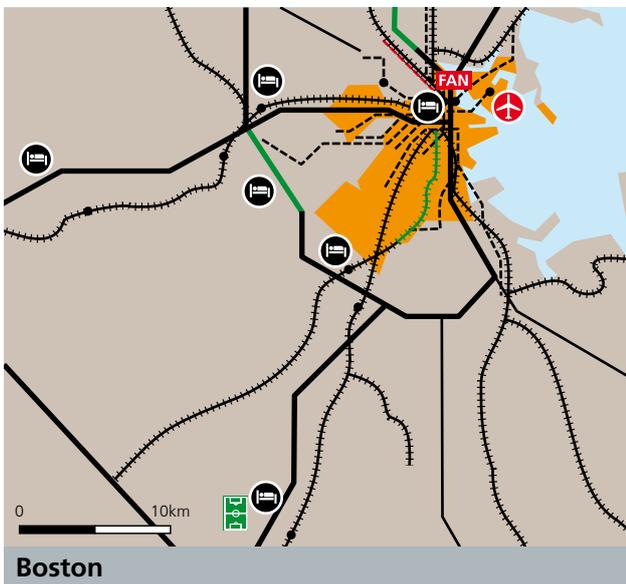
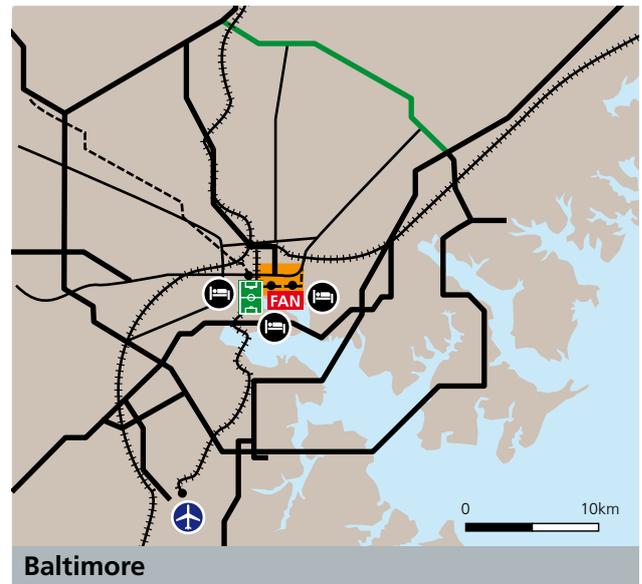
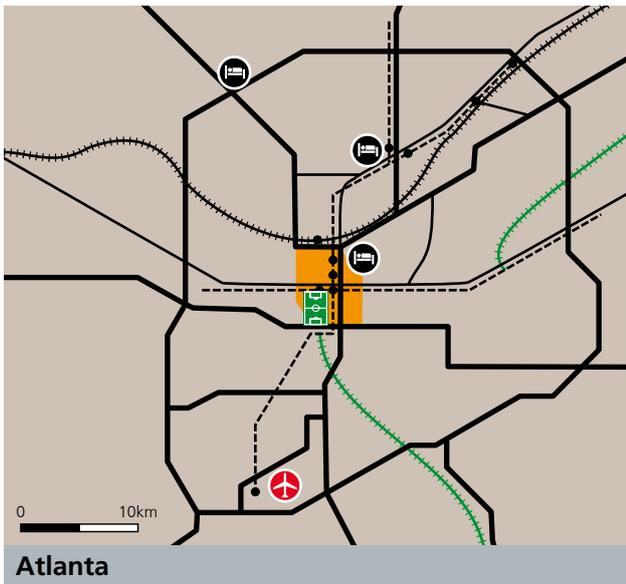


- | | | | |
|------------------|----------------|---------------------------|-----------------------|
| Stadium | Hotel | Inhabitants | Rail |
| Airport < 5m | FIFA Fan Fest™ | Host City | Existing |
| Airport 5 to 25m | City centre | Non-Host City | Major renovation |
| Airport > 25m | Seaport | Yellow circle | Planned |
| | | Yellow circle with border | |
| | | Blue circle | Metro/tram/bus |
| | | Blue circle with border | Existing |
| | | Red circle | Major renovation |
| | | Red circle with border | Planned |
| | | | Motorway |
| | | | Existing |
| | | | Major renovation |
| | | | Planned |

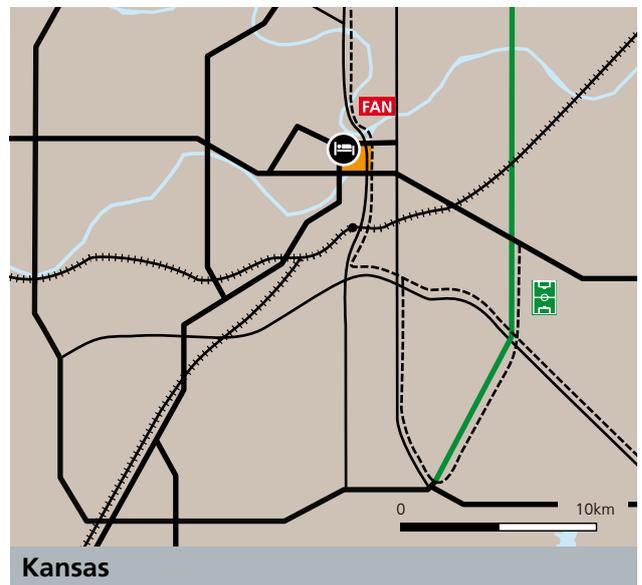
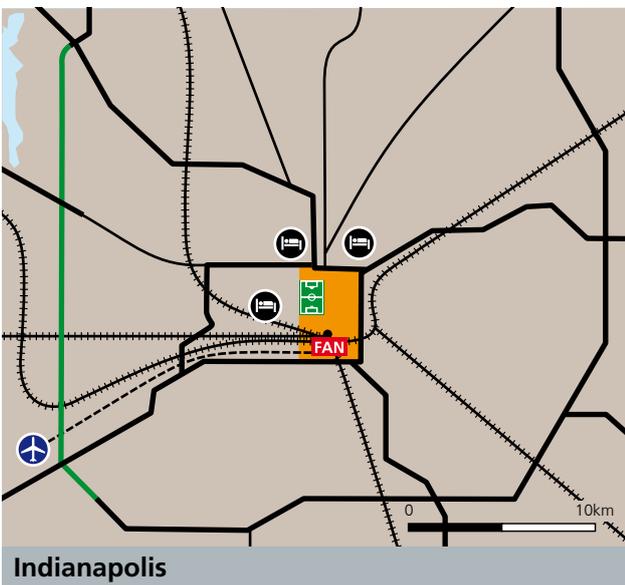
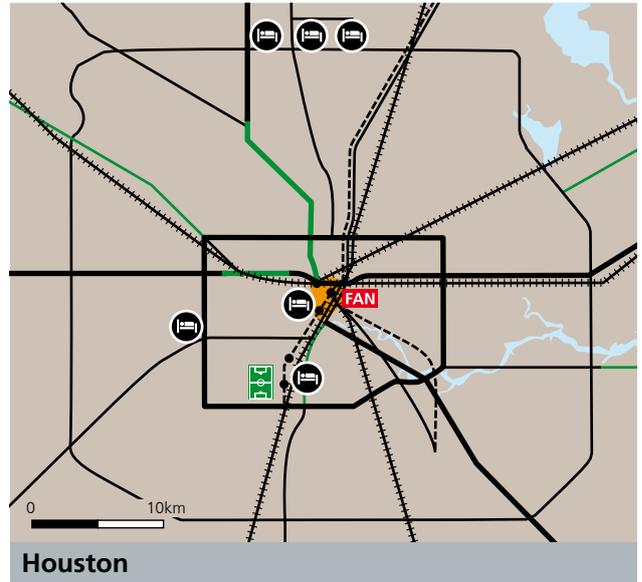
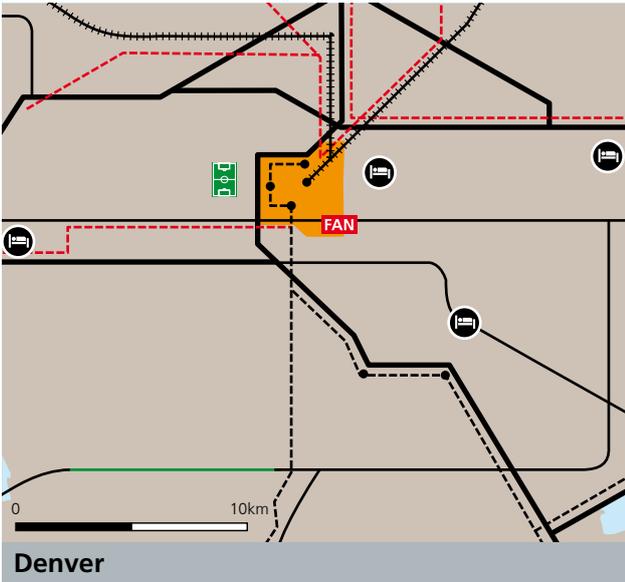


Annexe 2

Host City transport networks



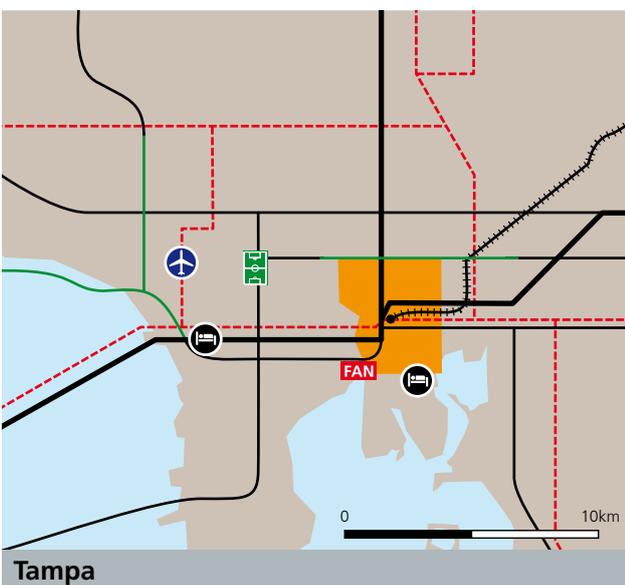
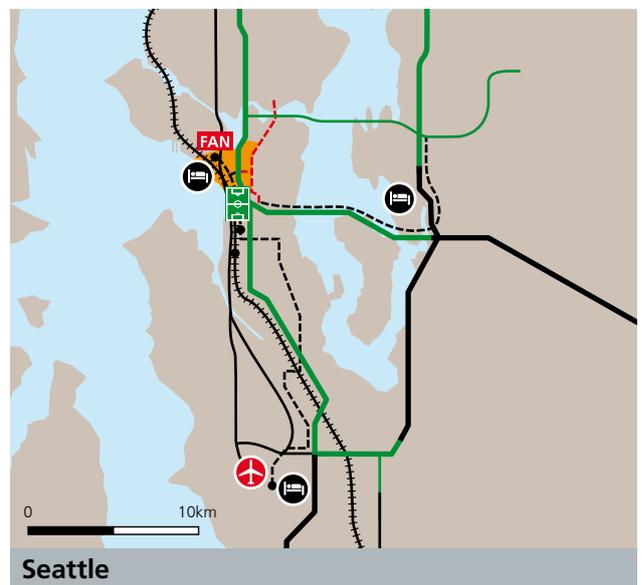
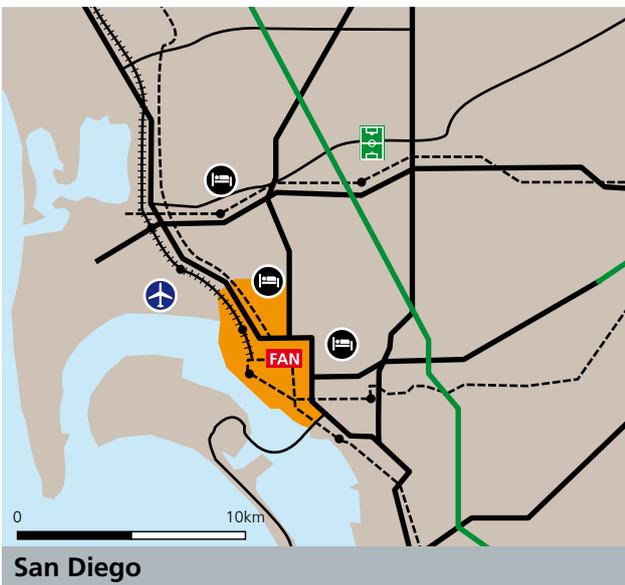
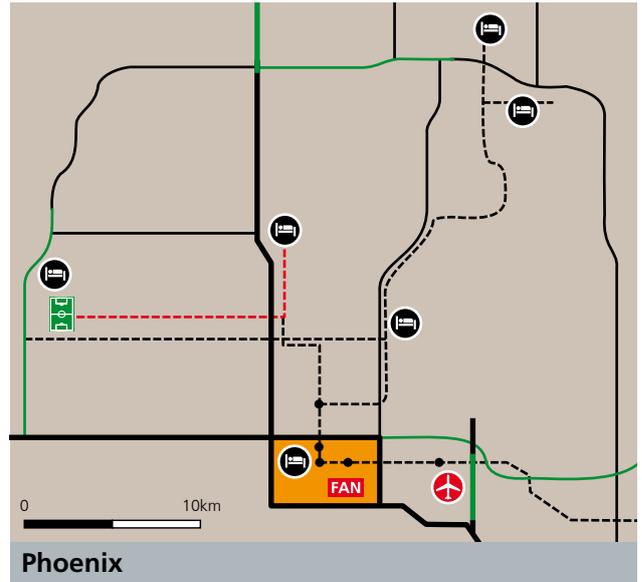
- | | | | |
|------------------|----------------|--------------------|-----------------------|
| Stadium | Hotel | Inhabitants | Rail |
| Airport < 5m | FIFA Fan Fest™ | Host City | Existing |
| Airport 5 to 25m | City centre | < 1m | Major renovation |
| Airport > 25m | Seaport | 1 to 5m | Planned |
| | | > 5m | Metro/tram/bus |
| | | | Existing |
| | | | Major renovation |
| | | | Planned |
| | | | Motorway |
| | | | Existing |
| | | | Major renovation |
| | | | Planned |



- | | | | |
|------------------|----------------|--------------------|-----------------------|
| Stadium | Hotel | Inhabitants | Rail |
| Airport < 5m | FIFA Fan Fest™ | Host City | Existing |
| Airport 5 to 25m | City centre | < 1m | Major renovation |
| Airport > 25m | Seaport | 1 to 5m | Planned |
| | | > 5m | Metro/tram/bus |
| | | | Existing |
| | | | Major renovation |
| | | | Planned |
| | | | Motorway |
| | | | Existing |
| | | | Major renovation |
| | | | Planned |



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|------------------|----------------|--------------------|---------------|-----------------------|------------------|---------|
| Stadium | Hotel | Inhabitants | | Rail | | |
| Airport < 5m | FIFA Fan Fest™ | Host City | Non-Host City | Existing | Major renovation | Planned |
| Airport 5 to 25m | City centre | < 1m | 1 to 5m | Existing | Major renovation | Planned |
| Airport > 25m | Seaport | > 5m | | Metro/tram/bus | | |
| | | | | Existing | Major renovation | Planned |
| | | | | Motorway | | |
| | | | | Existing | Major renovation | Planned |



Annexe 3

Overview of legal evaluation

Legal documents	Risk for FIFA	Remarks
Government documents		
Government Guarantees	Medium risk	Further guarantees, undertakings and legislative steps necessary, but US Government has considerable experience, has proven its willingness to make material concessions, and has expressed its intention to enact the necessary legislation by 1 June 2013.
Contractual documents		
Hosting Agreement	Low risk	Submitted document fully executed in compliance with FIFA requirements.
Host City Agreements	Low risk	Submitted documents fully executed in compliance with FIFA requirements.
Stadium Agreements	Low risk	Submitted documents fully executed in compliance with FIFA requirements.
Training Site Agreements	Low risk	Submitted documents fully executed in compliance with FIFA requirements.
Confirmation Agreements	Low risk	Submitted documents fully executed in compliance with FIFA requirements.
Overall		
Overall legal risk	Medium risk	

Annexe 4

Operational risk

		Remarks
Competition		
Stadium construction	Low risk	The Bidder did not identify a budget for any upgrades but indicated an event budget, which may need to be reviewed; existing stadiums might need to be adapted to meet required pitch size.
Stadium operations	Low risk	Operationally viable. Minor adjustments are required.
Team facilities	Low risk	The legal risk is low. The standard of the facilities is generally high; nonetheless, they would have to be adapted to FIFA requirements.
Competition-related events	Low risk	
Transport		
Airports and international connections	Low risk	Existing and planned (guaranteed) infrastructure. The vastness of the country leads to long inter-city connections (up to 3-3.5 hours' flying time).
Ground transport	Medium risk	Lengthy ground transport connections between many of the candidate Host Cities may lead to a strong dependence on air travel.
Host City transport	Low risk	Some candidate Host Cities may lack local transport infrastructure; however, event-time bus operations may satisfy tournament requirements.
Accommodation		
General accommodation	Low risk	170,000 rooms contracted; a wide-range of existing and contractually guaranteed rooms available.
TV		
International Broadcast Centre (IBC)	Low risk	

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