CITY OF OAKLAND

AGENDA REPORT

TO:	Elizabeth Lake Interim City Administrator	**FROM:**	Ashleigh Kanat, Director Economic & Workforce Development Department
SUBJECT:	Oakland Roots & Soul Soccer Club: TOT Sharing Agreement – Informational Report	**DATE:**	September 15, 2026

City Administrator Approval Elizabeth Lake (Sep 30, 2026 14:41:54 PDT) Date: Sep 30, 2026

RECOMMENDATION

Staff Recommends That The City Council Receive An Informational Report On The Results Of The Transient Occupancy Tax Sharing Agreement With Oakland Pro Soccer LLC (Oakland Roots & Soul Soccer Club)

EXECUTIVE SUMMARY

In October 2025, the City Council approved Resolution No. 90979 C.M.S., authorizing the City Administrator to execute a Transient Occupancy Tax (TOT) sharing agreement with Oakland Pro Soccer LLC (Oakland Roots & Soul Soccer Club). The agreement stipulated that the City would share back up to $300,000 of incremental General Fund TOT revenue generated above the June 2025 baseline ($1,355,084) during the June 2026 FIFA World Cup Tournament.

This economic subsidy enabled the Oakland Roots & Soul to secure and host the Australian Men's National Football Team (Socceroos) at the UCSF Health Oakland Roots and Soul Performance Center, the former Raiders facility. The presence of Team Australia, along with activations created around their stay and World Cup games, provided direct economic benefits, local and regional hospitality spending, and broad international exposure for Oakland and the Bay Area. The incremental TOT collected for June 2026 exceeded $300,000 above the baseline, allowing the City to fulfill the full $300,000 disbursement to the Roots & Soul Soccer Club.

BACKGROUND / LEGISLATIVE HISTORY

On October 28, 2025, the Community & Economic Development (CED) Committee considered an agenda report recommending a TOT sharing agreement to help offset the estimated $1 million operating cost gap associated with hosting an international World Cup team base camp and to incentivize the Oakland Roots & Soul Soccer Club to attract the activity to Oakland.

The City Council subsequently adopted Resolution No. 90979 C.M.S., establishing that the City of Oakland (City) would use the June 2025 TOT General Fund revenue (Fund 1010) of $1,355,084 as a baseline and share 100% of any General Fund TOT increment collected during June 2026 up to a maximum of $300,000 with the Oakland Roots & Soul Soccer Club.

The June 2025 baseline was established based on Period P01-26 activity in Oracle, and the estimate of June 2026 revenue was, similarly, based on Period P01-27 activity. The TOT revenue that shows in Oracle in July (Period 01) of each year is the best reflection of activity in the prior month.

The City Administration and the Roots and Soul Soccer Club subsequently entered into a tax sharing agreement on May 12, 2026, see **Attachment A**. The agreement notes that any payment due to the Roots will be paid by October 31, 2026.

ANALYSIS AND POLICY ALTERNATIVES

Confirmation of the City's commitment to fulfill the $300,000 economic subsidy helped bridge the operational cost gap for the Oakland Roots & Soul. The Oakland Roots & Soul Soccer Club successfully met all performance targets outlined under the agreement:

1. Secured an official FIFA World Cup team to use the Roots and Soul facility as the team's base camp during World Cup 2026 (Australia Men's National Football Team).
2. Delivered community access through public watch parties, local neighborhood activations, and international business networking.
3. Generated room-night demand within Oakland hotel stock to exceed the target TOT increment threshold.

Economic Impact and Small Business Activations

Securing Team Australia generated direct economic activity across Oakland's hospitality, transportation, and small business sectors:

- **Lodging Impact:** Team Australia, along with associated delegates, media, and traveling supporters, established their lodging residency at the Claremont Club & Spa, driving peak hotel room occupancy and elevated rates. The report by Tourism Economics (Attachment B) indicates that Oakland hotels captured higher revenue throughout the World Cup period, with a 14.5% increase in the average daily rates lifting hotel revenue 16.7% year-over-year despite an 8.8% decrease in supply.
- **Aviation Impact:** Regional transit and international travel directly utilized Oakland International Airport (OAK). While year-over-year arrivals were down in June 2026 relative to June 2025, Team Australia flew in and out of OAK.
- **East Bay Soccer Trail:** To leverage the influx of international visitors, the Oakland Sports Group, comprised of the Oakland Roots and Soul Soccer Club, Oakland Ballers, Oaklandish, Oakland Marathon, and Oakland 68's, launched the East Bay Soccer Trail (www.eastbaysoccertrail.com). The platform connected over 40 neighborhood venues, watch party hubs, and local businesses across every council district.

- **Local Business & Culinary Activations:**
    - **Australia À La Carte:** Local restaurants and food venues across Oakland participated in custom culinary specials celebrating Team Australia's presence, such as Reem's California featuring an Australian-inspired pastry adaptation and local breweries offering tournament drink specials.
    - **Neighborhood Watch Parties:** Community hubs such as The Athletic Club Oakland, Aloha Club in Fruitvale, Nido's and Line 51 Brewing in Jack London Square, Northlake's Lot 2270, and The New Parkway Theater hosted match screenings and fan gatherings throughout the tournament.
    - **Community Event at Raimondi Park:** On June 12, 2026, the Oakland Sports Group hosted a free public outdoor watch party at **Raimondi Park** for the USA vs. Paraguay match, drawing thousands of community members and local families.
- **Know Your Roos VIP Business Mixer:** In partnership with the East Bay Economic Development Alliance (East Bay EDA), the Australian-American Chamber of Commerce San Francisco, and the Oakland Roots & Soul Soccer Club, the City's Economic & Workforce Development Department co-hosted the on-field *"Know Your Roos VIP Business Mixer"* on June 17, 2026. The gathering convened business leaders, civic officials, and international delegates from both countries to foster long-term cross-border economic ties, sports-economy partnerships, and regional trade.

RELATED PLANNING EFFORTS

The Transient Occupancy Tax Sharing Agreement is aligned with all five of the City's Economic Development Action Plan goals.

- **Goal #1: Attract and Grow Key Sectors.** Oakland's sports economy is rebuilding, and Action A under Goal #1 specifically contemplates support around major events such as World Cup that bring global visibility, visitors, and economic opportunity to the City.
- **Goal #2: Sustain and Support Businesses.** Securing Team Australia was the impetus to invest in the creation of the East Bay Soccer Trail, which allowed local bars, restaurants, and event venues to capitalize on the moment and leverage the local fanbase and energy surrounding World Cup. In addition, the Know Your Roos VIP Business Mixer was an investment in long-term economic ties.
- **Goal #3: Build Oakland's Workforce.** The Roots & Soul Soccer Club directly created one (1) full-time and 42 temporary, part-time positions. In addition, the Roots & Soul Soccer Club contracted with a security service company that was on site during the month of June. This contract supported 282 part-time shifts, with each shift ranging from 4 - 7 hours per shift, and 276 full-time shifts, with each shift ranging from 8 – 9 hours per shift, for a total of nearly 4,000 hours.
- **Goal #4: Invest in Places.** Free community watch parties at Raimondi Park and Northlake's Lot 2270 are the kinds of activations that unite Oaklanders and activate specific places in key corridors of the City.

- **Goal #5: Support Oakland's Artistic, Cultural, and Social Activities.** Sports is part of Oakland's shared culture, and social activities, such as the community watch parties, serve to bring Oaklanders together.

FISCAL IMPACT

The June 2026 TOT revenues were $1,698,272 as of July 2026 (Period P01-27). Because the incremental General Fund (Fund 1010) TOT was more than $300,000 above the $1,355,084 baseline (based on Period 01-26), the full $300,000 will be remitted to Oakland Pro Soccer LLC per the executed tax sharing agreement.[1]

The City retains all the rest of the General Fund TOT revenue, as well as the full 3% Measure C surcharge (Fund 2419) allocated to local arts and tourism entities. With the Period P01-27 General Fund TOT revenue showing $1,698,272 in General Purpose Fund (1010), Treasury Operations Organization (08721), Local Taxes: Transient Occupancy Tax Revenue Account (41515), DP080 Administrative Project (1000007), Financial Management Program (IP59), it is anticipated that the City of Oakland will retain $1,398,272 of the General Fund TOT revenues from June 2026, in addition to collecting more than $460,000 of Measure C surcharge revenues.

The California Government Code Section 53083

Section 53083 of the California Government Code requires that when granting an economic development subsidy in the amount of $100,000 or more within its jurisdiction, a local agency must provide all of the following information in written form and on its website:

1. **The name and address of all corporations or any other business entities, except for sole proprietorships, that are the beneficiary of the economic development subsidy, if applicable.**

   Oakland Pro Soccer, LLC
   1220 Harbor Bay Parkway
   Alameda, CA 95112

2. **The start and end dates and schedule, if applicable, for the economic development subsidy.**

   June 1 – June 30, 2026 with the payment due to the Roots and Soul Soccer Club no later than October 31, 2026.

[1] Note that July revenues are accrued back to June of the prior fiscal year. More specifically, July 2025 (recognized as P01-26 in Oracle) activity accrues back to June 2025 (P12-25), and July 2026 (P01-27) activity accrues back to June 2026 (P12-26).

3. **A description of the economic development subsidy, including the estimated total amount of the expenditure of public funds by, or of revenue lost to, the local agency as a result of the economic development subsidy.**

   Following Council action and via the tax sharing agreement, the City agreed to reimburse to the Roots an amount not to exceed $300,000, based on the General Fund Portion of the TOT from June 2026 that exceeds the June 2025 baseline of $1,355,084.

4. **A statement of the public purposes for the economic development subsidy.**

   The goal of the subsidy was to support the attraction of a World Cup team to the Roots training facility during the 2026 FIFA World Cup Tournament. The goal was achieved, and the economic subsidy enabled the Oakland Roots & Soul to secure and host the Australian Men's National Football Team at the UCSF Health Oakland Roots and Soul Performance Center. The presence of Team Australia, along with activations created around their stay and World Cup games, provided direct economic benefits, local and regional hospitality spending, and broad international exposure for Oakland and the Bay Area.

5. **Net tax revenue accruing to the local agency as a result of the economic development subsidy.**

   The City's General Fund benefited from increased resident and visitor spending in hotels, restaurants, bars, and shops attributable to World Cup activations and watch parties that were enhanced by the presence of Team Australia. The incremental transient occupancy tax, above the June 2025 baseline was more than $340,000. The maximum authorized subsidy of $300,000 will be paid to the Roots & Soul Soccer Club, while the City's General Fund will keep TOT revenues up to the base and in excess of the $300,000 subsidy, or $1,398,272. While the TOT is the most straightforward fiscal impact to measure, Oakland's bars and restaurants, particularly those marketing events via the East Bay Soccer Trail, experienced an uptick in activity, which generated an uptick in sales tax.

6. **The net number of jobs created by the economic development subsidy, broken down by full-time, part-time, and temporary positions.**

   In preparation for Team Australia and for the duration that Team Australia was at Base Camp, the Roots & Soul Soccer Club created one (1) full-time and 42 temporary, part-time positions. In addition, the Roots & Soul Soccer Club contracted with a security service company that was on site during the month of June. This contract supported 282 part-time shifts, with each shift ranging from 4 - 7 hours per shift, and 276 full-time shifts, with each shift ranging from 8 – 9 hours per shift, for a total of nearly 4,000 hours.

PUBLIC OUTREACH / INTEREST

Public outreach surrounding the World Cup activations was conducted in partnership with the Oakland Roots & Soul Soccer Club, Visit Oakland, East Bay Economic Development Alliance, local Business Improvement Districts, and community organizations. Public events, including the free watch party in Raimondi Park, and the East Bay Soccer Trail were promoted widely to residents and visitors. The report by Tourism Economics (Attachment B) was provided by Visit Oakland.

Notice of this report was provided in accordance with standard City Council agenda procedures.

COORDINATION

EWDD coordinated with the Office of the City Attorney and the Finance Department to prepare this informational report.

PAST PERFORMANCE, EVALUATION AND FOLLOW-UP

This informational report was requested as a condition of recommending approval at the October 28, 2025 Community and Economic Development Committee meeting.

RACE AND EQUITY

One of the primary goals of the Transient Occupancy Tax Sharing Agreement was to leverage World Cup to support local activations, particularly in Oakland's locally-owned restaurants and bars. By featuring small businesses and neighborhood venues across East Oakland, Downtown, Jack London, Fruitvale, and West Oakland on the East Bay Soccer Trail, the initiative ensured World Cup leveraged spending benefited diverse commercial corridors throughout the City.

ACTION REQUESTED OF THE CITY COUNCIL

Staff Recommends That The City Council Receive An Informational Report On The Results Of The Transient Occupancy Tax Sharing Agreement With Oakland Pro Soccer LLC (Oakland Roots & Soul Soccer Club).

For questions regarding this report, please contact ASHLEIGH KANAT, Director, at 510.238.4973.

Respectfully submitted,

Ashleigh Kanat (Sep 30, 2026 09:41:00 PDT)

ASHLEIGH KANAT
Director
Economic & Workforce Development Department

Attachments (2):

Attachment A: Tax Sharing Agreement
Attachment B: Analysis of FIFA World Cup 2026 in Oakland Market, Tourism Economics

TRANSIENT OCCUPANCY TAX SHARING AGREEMENT BETWEEN THE CITY OF OAKLAND AND OAKLAND PRO SOCCER LLC (DBA OAKLAND ROOTS & SOUL)

This Transient Occupancy Tax Sharing Agreement ("Agreement") is entered into as of the date signed by the City ("Effective Date"), by and between the **CITY OF OAKLAND**, a municipal corporation ("City"), and **OAKLAND PRO SOCCER LLC**, a California limited liability company doing business as **OAKLAND ROOTS & SOUL**, ("Roots"). The City and Roots may be referred to individually as a "Party" and collectively as the "Parties."

RECITALS

A. Between June 11, 2026 and July 18, 2026, the FIFA Men's World Cup Tournament will be held across North America, including venues in California. The games at Levi Stadium will take place between June 13, 2026 and July 1, 2026. Each participating team requires a Team Base Camp, which serves as its training and lodging headquarters throughout the tournament. The teams arrive at Base Camp in early June.

B. The Roots has secured a 15-year lease of the former Oakland Raiders training facility at 1220 Harbor Bay Parkway, Alameda, now known as the UCSF Health Oakland Roots & Soul Performance Center.

C. The Roots has been approached by FIFA to have its Alameda-based facility designated as a Team Base Camp. Hosting a Team Base Camp is projected to generate significant economic benefits to the City of Oakland, including an estimated 30,000 hotel nights, increased restaurant and retail spending, and international exposure.

D. The City's June 2025 Transient Occupancy Tax ("TOT") baseline is One Million Three Hundred Fifty-Five Thousand Eighty-Four Dollars ($1,355,084), based on a Sixty-Five Percent (65%) occupancy rate and the base Eleven Percent (11%) TOT rate. The full TOT rate is Fourteen Percent (14%), but only the Eleven Percent (11%) portion allocated to the General Fund is considered for this Agreement ("General Fund Portion").

E. The Roots anticipate incurring at least Seven Hundred Thousand Dollars ($700,000) in operating costs to host a team, in addition to approximately $5 million in facility upgrades.

F. On December 2, 2025, the Oakland City Council adopted Resolution No. 90979 C.M.S. authorizing the City Administrator to execute a TOT sharing agreement with the Roots in an amount not to exceed Three Hundred Thousand Dollars ($300,000) to support the attraction of a World Cup team to the Roots training facility during the 2026 FIFA World Cup Tournament.

G. Pursuant to Section 53083 of the Government Code, when granting an economic development subsidy in the amount of One Hundred Thousand Dollars ($100,000) or more, during the entire term of the economic development subsidy each local agency shall issue a report in written form available to the public, and through its Internet Web site, that contains the following information, if applicable: (1) The name and address of all corporations or any other business entities, except for sole proprietorships, that are the beneficiary of the economic development subsidy, if applicable; (2) The start and end dates and schedule for the economic development subsidy; (3) A description of the economic development subsidy, including the estimated total amount of the expenditure of public funds by, or of revenue lost to, the local agency as a result of the economic development subsidy; (4) The net tax revenue accruing to the local agency as a result of the economic development subsidy; (5) The net number of jobs created by the economic development subsidy, broken down by full-time, part-time, and temporary positions.

H. Pursuant to Resolution No. 90979 C.M.S., the City Administrator shall return to the Community and Economic Development Committee with an informational report on the outcome of the TOT sharing agreement by no later than October 13, 2026. The economic development subsidy report shall be forwarded to the City Council as part of a public hearing to consider any written or oral comments pursuant to Section 53083 of the Government Code.

AGREEMENT

1. **Economic Development Subsidy**. City agrees to reimburse to the Roots an incremental amount not to exceed Three Hundred Thousand Dollars ($300,000) ("Subsidy") based on the General Fund Portion of the TOT that exceeds the June 2025 baseline of One Million Three Hundred Fifty-Five Thousand Eighty-Four Dollars ($1,355,084) ("Baseline") upon occurrence of the following conditions: (i) FIFA designating the Roots training facility in Alameda as a Team Base Camp and the Roots successfully hosting a FIFA World Cup team at its training facility; (ii) the General Fund Portion of the TOT revenue received by the City for the month of June 2026 exceeding the Baseline; and (iii) the Roots' complying with the terms of this Agreement (collectively, "Condition"). To the extent that the City contends that the Roots has not complied with a material term of this Agreement, such alleged non-compliance shall only create a failure of the Condition if Roots does not cure the alleged non-compliance within fifteen (15) days after written notice from City that reasonably identifies the nature of the alleged non-compliance, or such other period reasonably necessary to remedy such non-compliance. Until the occurrence of the Condition, City shall have no obligation to make any payment of the Subsidy.

For the avoidance of doubt, if the General Fund Portion of the TOT revenue received by the City is in an amount less than the Baseline, the Roots shall receive Zero Dollars ($0.00) in Subsidy. If the General Fund Portion of the TOT revenue received by the City is in an amount above the Baseline, the Roots shall receive a Subsidy in the full amount of the General Fund Portion of the TOT revenue received by the City, up to a maximum of Three Hundred Thousand Dollars ($300,000). If the General Fund Portion of the TOT revenue received by the City is in an amount more than One Million Six Hundred Fifty-Five Thousand Eighty-Four Dollars ($1,655,084), the City is not obligated to provide the Roots any amount over the Three Hundred Thousand Dollars ($300,000) Subsidy. For the avoidance of doubt:

General Fund Portion of the TOT revenue	Subsidy
Less than $1,355,084	$0
Between $1,355,085 and $1,655,084	Between $1-$300,000
Over $1,655,084	Maximum $300,000

2. **Payment**. Upon occurrence of the Condition, payment of the Subsidy in a single lump-sum payment shall be due and payable by no later than October 31, 2026, following verification of TOT collections and City compliance with reporting requirements.

3. **Term**. This Agreement shall terminate no later than October 31, 2026 ("Expiration Date"). City's obligation to make any payment under this Agreement shall terminate earlier than the Expiration Date or at such time as (i) an event necessary to the satisfaction of the Condition does not occur (*i.e.*, the General Fund Portion of the TOT revenue received by the City for the month of June 2026 does not exceed the Baseline, or the Roots violates and fails to cure a material term of this Agreement), so that the City is not required to pay the Subsidy to the Roots; or (ii) the Subsidy amount is paid to the Roots.

4. **Expiration of Agreement**. This Agreement shall expire upon City's payment of the Subsidy or at the conclusion of the Term, whichever is the first to occur. The Roots agree that upon the expiration or earlier termination of this Agreement, and assuming that no separate agreement has been agreed to in writing between the Parties on this matter, all TOT revenue sharing between the Parties shall cease. City's obligation to pay the Subsidy, if due, shall survive the expiration or earlier termination of this Agreement.

5. **Verification**. The City is responsible for verifying the amount of the General Fund Portion of the TOT revenue received by the City for the period June 2026, and shall determine whether the Condition has occurred. The City shall deliver an accounting of the TOT revenue, and the General Fund Portion thereof, to the Roots on the earlier of the date when the Subsidy is paid or thirty (30) days after it is complete, but in no event later than October 31, 2026.

6. **Public Benefit/Public Purposes**. The City Council has determined that encouraging economic development is a valid exercise of its powers and provides an important public benefit and serves an important public purpose. By authorizing the City to enter into this Agreement, the City Council has determined that the benefits accruing as a result of the transactions contemplated by this Agreement, including, without limitation, (i) increased revenues from property, sales, business license, utility and Transient Occupancy Taxes (TOT); and (ii) enhanced economic opportunities generated by the attraction of a designated Team Base Camp near the City.

7. **Documentation**. Roots shall provide documentation to the City, to the extent it is available or obtainable, demonstrating its role in hosting a FIFA World Cup team, including providing (i) confirmation that the training facility was selected as a Team Base Camp; (ii) media or promotional materials; (iii) an estimate of sales tax revenues attributable to visitor activity created by the

Subsidy; and (iv) an estimate of the net number of jobs created by the Subsidy, broken down by full-time, part-time, and temporary positions.

8. **Interest of Members of City**. No member of the City Council of City and no other officer, employee or agent of the City who exercises any functions or responsibilities in connection with the carrying out of the City's work shall have any personal interest, direct or indirect, in this Agreement.

9. **Unsecured Obligation**. Roots acknowledges and agrees that the payments to be made hereunder are an unsecured, special obligation of City payable only out of the TOT generated by the Project. Roots acknowledges and agrees that neither City's TOT from the Project, nor any revenues of City are, have been, or will be pledged or hypothecated by City to or for payment of amounts owing under this Agreement. If and when requested by City, Roots agrees to execute and deliver to City, within five (5) business days after receipt, a certificate acknowledging for the benefit of any and all third parties that City's obligation under this Agreement is an unsecured obligation of City for which neither City's TOT, nor any revenues of City are, have been, or will be pledged or hypothecated to or for payment.

10. **Governing Law**. This Agreement shall be governed by and construed in accordance with the laws of the State of California. Venue shall be in Alameda County, California.

11. **No Assignment**. Roots are prohibited from assigning its interest in this Agreement to any person or entity, including any lender providing financing.

12. **Third Party Beneficiary**. This Agreement is made and entered into for the sole protection and benefit of the Parties and their successors and assigns. No other Person shall have any right of action based upon any provision of this Agreement.

13. **Negation of Partnership**. The Parties specifically acknowledge that neither Party is acting as the agent of the other in any respect hereunder, and that each Party is an independent contracting entity with respect to the terms, covenants and conditions contained in this Agreement. None of the terms or provisions of this Agreement shall be deemed to create a partnership between or among the Parties in the businesses of Roots, the affairs of the City, or otherwise, or cause them to be considered joint venturers or members of any joint enterprise.

14. **Notices**. All notices and other communications required or permitted to be given hereunder shall be in writing and shall be sent by: (a) certified or registered mail, postage pre-paid, return receipt requested, (b) personal delivery, or (c) a recognized overnight carrier that provides proof of delivery, and shall be addressed as follows:

If to Roots: Oakland Pro Soccer LLC
1220 Harbor Bay Parkway
Alameda, CA 95112
Attn: Steven Aldridch, Lindsay Barenz, and Lydia Tan

With a Copy to: Reuben, Junius & Rose, LLP
1 Bush Street, Suite 600

San Francisco, CA 94104
Attn: Corie A. Edwards

If to the City: City of Oakland
250 Frank H. Ogawa Plaza #5313
Oakland, CA 94612
Attn: Economic Workforce Development Director

With a Copy to: Oakland City Attorney's Office
1 Frank H. Ogawa Plaza, 6th Floor
Oakland, CA 94612
Attn: Supervising Real Estate Attorney

15. **Insolvency**. This Agreement and all of City's obligations hereunder shall terminate in the event that, prior to the expiration or earlier termination of this Agreement, a court shall have made or entered any decree or order: (i) adjudging Roots to be bankrupt or insolvent; (ii) approving as properly filed a petition (unless such petition is dismissed within ninety (90) days) seeking reorganization of Roots or an arrangement under the bankruptcy laws or any other applicable debtor's relief law or statute of the United States or any state thereof; (iii) appointing a receiver, trustee or assignee of Roots in bankruptcy or insolvency or for its property, unless such appointment is dismissed within ninety (90) days; (iv) directing the winding up or liquidation of Roots unless such decree or order is dismissed within ninety (90) days; or (v) Roots shall have voluntarily submitted to or filed a petition seeking any such decree or order.

16. **Use of Terms**. In all matters of interpretation, whenever necessary to give effect to any provision of this Agreement, the singular shall include the plural, the plural shall include the singular, each gender shall include the other, and the terms "City" and "Roots" shall include their respective heirs, successors and assigns.

17. **Severability**. If any provision or any word, term, clause or other part of any provision of this Agreement shall be invalid for any reason, the same shall be ineffective, but the remainder of this Agreement and the provisions hereof shall not be affected and shall remain in full force and effect.

18. **Authority to Enter Agreement**. All Parties have the requisite power and authority to execute, deliver and perform the Agreement. All Parties warrant that the individuals who have signed this Agreement have the legal power, right, and authority to bind each respective Party.

19. **Amendment/Modification**. No supplement, modification, or amendment of this Agreement shall be binding unless executed in writing and signed by all Parties.

20. **Attorneys' Fees**. In the event of litigation between the Parties arising out of this Agreement, the prevailing Party shall be entitled to recover its reasonable attorneys' fees and other costs and expenses incurred, including attorneys' fees on appeal, and all other reasonable costs and expenses for investigation of such action, including the conducting of discovery, in addition to whatever other relief to which it may be entitled.

21. **Time is of the Essence**. Time is of the essence of each and every provision of this Agreement.

22. **Entire Agreement**. This Agreement embodies the entire agreement between the Parties and supersedes any prior or contemporaneous understandings between the Parties related to the Agreement.

23. **Waiver**. No waiver of any provision of this Agreement shall be deemed, or shall constitute, a waiver of any other provision, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executing in writing by the party making the waiver.

24. **Counterparts**. This Agreement may be signed in counterparts, each of which shall constitute an original.

[Signatures on the following page]

IN WITNESS THEREOF, the Parties have executed this Agreement as of the Effective Date.

"ROOTS"

OAKLAND PRO SOCCER LLC,
a California limited liability company

Steven Aldrich
Steven Aldrich (May 7, 2026 17:33:53 PDT)

By: Steven Aldrich
Its: Authorized Signatory

Date: May 7 , 2026

"CITY"
City of Oakland, a municipal corporation

Jestin Johnson (May 12, 2026 09:08:47 PDT)

By: Jestin Johnson
Its: City Administrator

Effective Date: May 12, 2026

Approved for forwarding:

Ashleigh Kanat (May 7, 2026 19:40:12 PDT)

By: Ashleigh Kanat
Its: Director of Economic & Workforce Development Department

Date: May 7 , 2026

Approved as to form and legality:

Naree Chan (May 7, 2026 19:10:07 PDT)

By: Naree Chan
Its: Senior Deputy City Attorney

Date: May 7 , 2026

SYMPHONY | TOURISM ECONOMICS

Attachment B

FIFA World Cup 2026

Oakland, CA

Hotel Performance

MATCH NIGHTS Jun 13, Jun 16, Jun 19, Jun 22, Jun 25, Jul 1		FULL PERIOD Jun 12 – Jul 2	
OCCUPANCY		OCCUPANCY	
73.9%	+11.5%	72.0%	+11.8%
ADR		ADR	
$164.88	+15.3%	$160.38	+14.5%
REVPAR		REVPAR	
$121.81	+28.5%	$115.53	+28.0%
SUPPLY		SUPPLY	
22,578	-8.8%	79,023	-8.8%
DEMAND		DEMAND	
16,681	+1.6%	56,927	+1.9%
REVENUE		REVENUE	
$2,750,302	+17.2%	$9,129,669	+16.7%

- Match-night demand held above last year despite lower supply, while higher rates drove revenue growth. Demand grew 1.6%, ADR +15.3%, and hotel revenue +17.2%.
- Results were similar across the full tournament period, with occupancy reaching 72.0% and ADR increasing 14.5%, resulting in hotel revenue growth of 16.7%.

TOURISM ECONOMICS

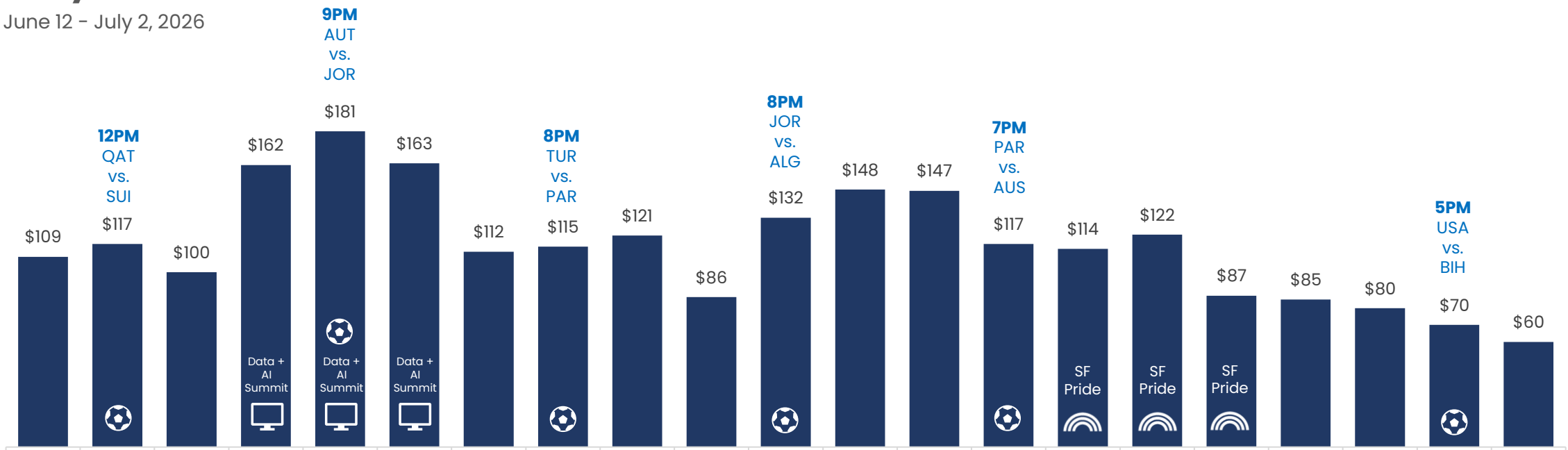
Source: CoStar (Oakland All Hotels – Group 2)

Daily Hotel Performance

- Demand gains were concentrated around major San Francisco events rather than World Cup matches, with demand declining on 5 of 6 match days.
- ADR increased every day of the tournament period (excl. 7/2 – day after last match).
- Hotel revenue increased on all but two days.

Daily RevPAR

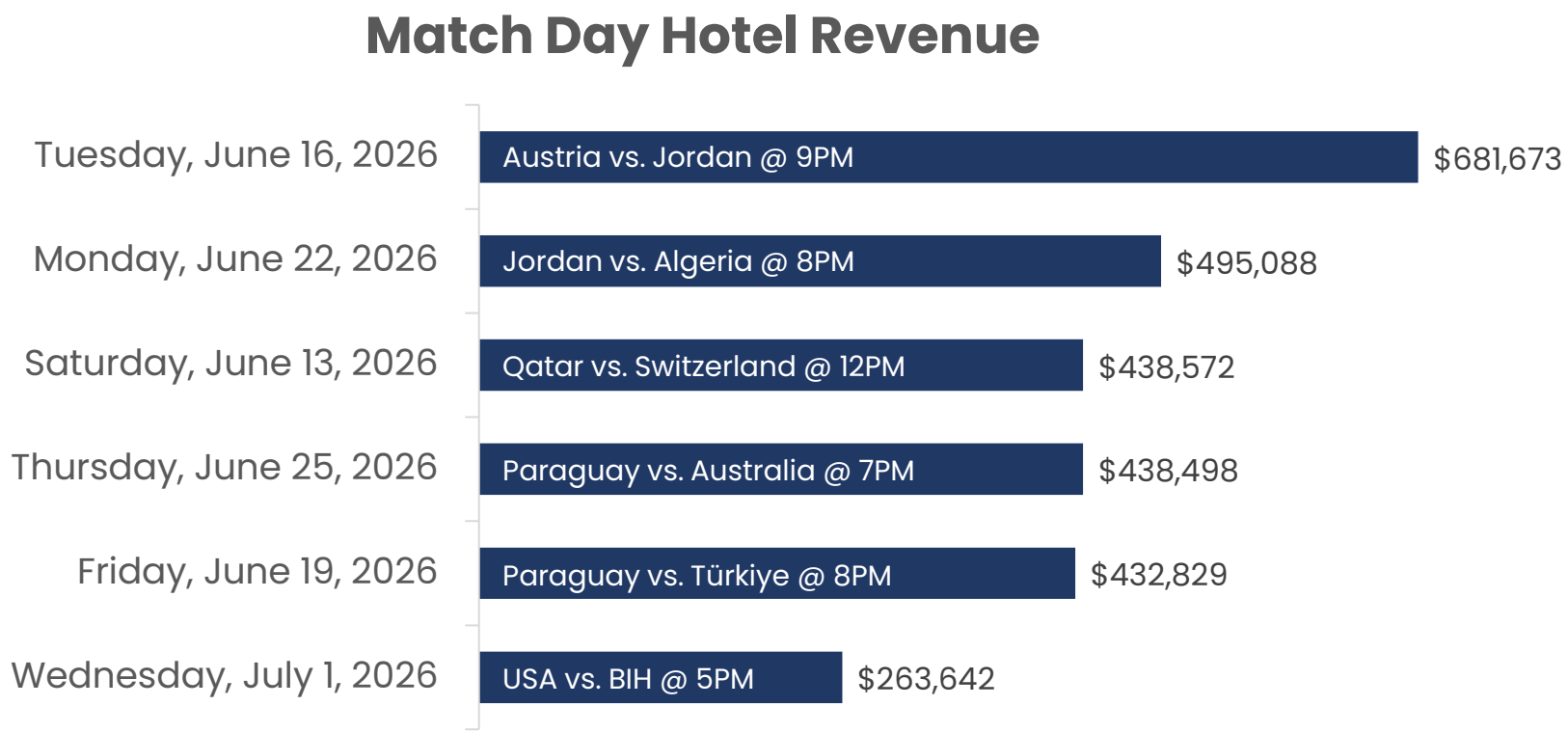
June 12 - July 2, 2026



YOY % Change:	Fri 6/12	Sat 6/13	Sun 6/14	Mon 6/15	Tue 6/16	Wed 6/17	Thu 6/18	Fri 6/19	Sat 6/20	Sun 6/21	Mon 6/22	Tue 6/23	Wed 6/24	Thu 6/25	Fri 6/26	Sat 6/27	Sun 6/28	Mon 6/29	Tue 6/30	Wed 7/1	Thu 7/2
Demand:	-2%	-1%	+7%	+15%	+19%	+20%	-5%	-4%	-3%	-8%	-1%	-2%	-2%	-1%	+3%	+11%	+12%	+1%	-3%	-4%	-16%
ADR:	+12%	+13%	+13%	+37%	+41%	+38%	+15%	+8%	+10%	+4%	+7%	+8%	+11%	+6%	+16%	+8%	+6%	+14%	+12%	+8%	-3%
Revenue:	+9%	+12%	+21%	+58%	+68%	+65%	+9%	+4%	+7%	-4%	+7%	+6%	+8%	+5%	+19%	+20%	+18%	+15%	+9%	+4%	-18%

Source: CoStar (Oakland All Hotels – Group 2)

Daily hotel revenue was higher during the Group Stage than during the Round of 32



TOURISM ECONOMICS

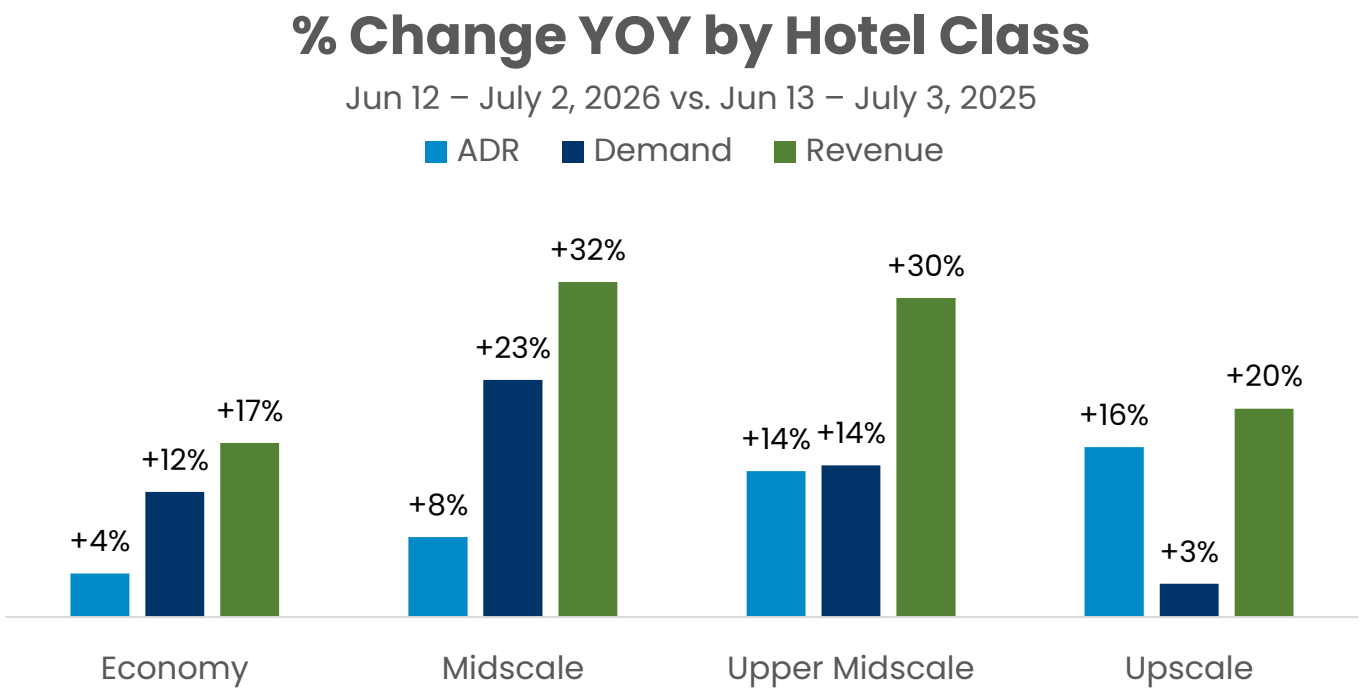
Source: CoStar (Oakland All Hotels – Group 2)

June 16th ranked 8th in daily hotel revenue YTD

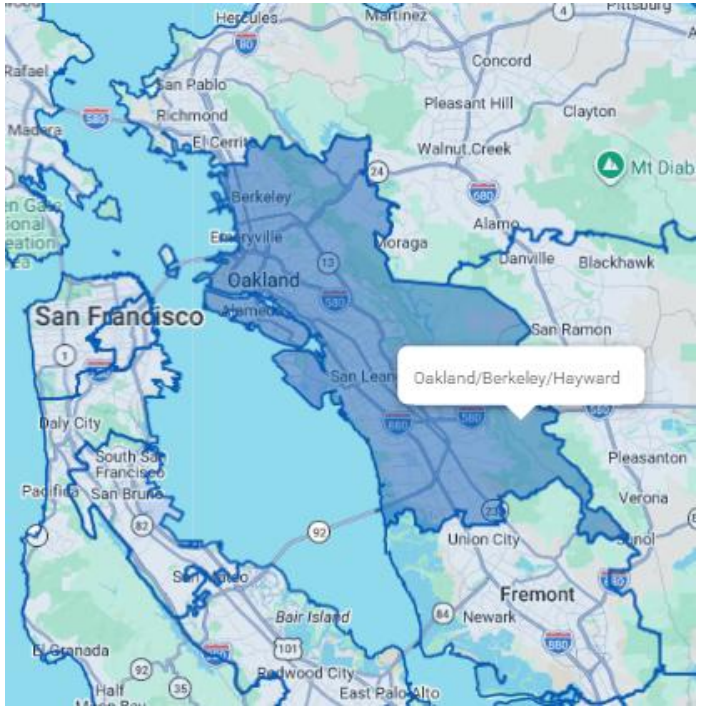
TOURISM ECONOMICS

Source: CoStar (Oakland All Hotels – Group 2)

Midscale and Upper Midscale hotels posted revenue growth of more than 30%



CoStar Submarket: Oakland/Berkeley/Hayward



- ADR growth increased with hotel class, ranging from 4% for Economy hotels to 16% for Upscale properties, while demand growth was strongest among Midscale hotels (+23%) and more modest among Upscale hotels (+3%).
- Revenue growth varied by hotel class, with gains primarily driven by demand at Economy and Midscale hotels, a more balanced contribution from demand and ADR at Upper Midscale properties, and higher rates at Upscale hotels.

TOURISM ECONOMICS

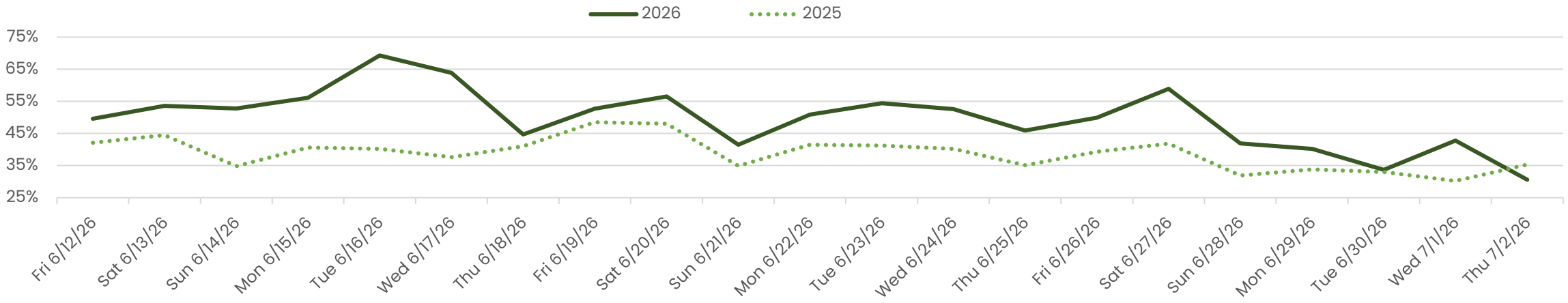
Source: CoStar (Oakland/Berkeley/Hayward)

Hotel Segment Performance

Transient occupancy remained above prior-year levels, while group occupancy trailed last year throughout the tournament period.

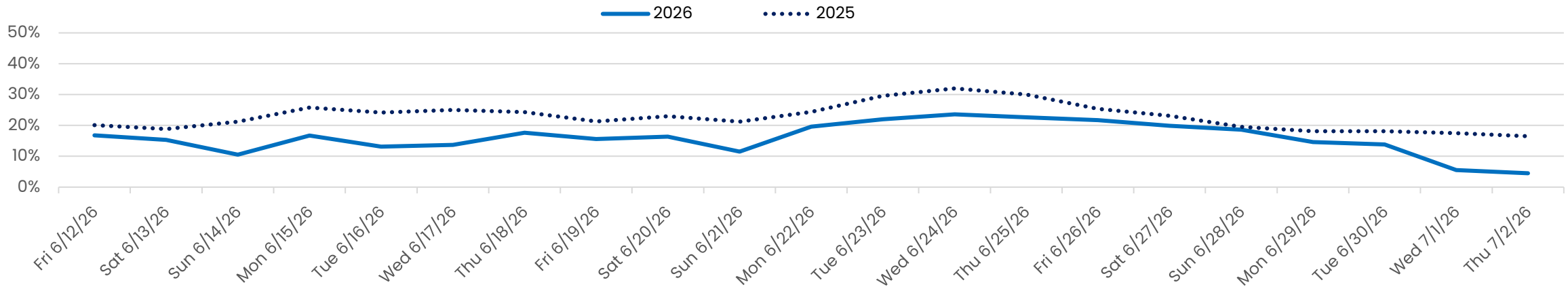
Transient Occupancy

2025 comparison dates aligned by day-of-week, not calendar date



Group Occupancy

2025 comparison dates aligned by day-of-week, not calendar date



TOURISM ECONOMICS

Source: CoStar (Oakland+)

Bay Area Performance

RevPAR % change vs. STLY

RevPAR increased by double digits across all Bay Area markets, with growth ranging from 18% in Sonoma County to 75% in the SF Market St. submarket over the full tournament period.

	Jun 12 Fri	**12PM** QAT vs. SUI **Jun 13** Sat	Jun 14 Sun	Jun 15 Mon	**9PM** AUT vs. JOR **Jun 16** Tue	Jun 17 Wed	Jun 18 Thu	**8PM** PAR vs. TUR **Jun 19** Fri	Jun 20 Sat	Jun 21 Sun	**8PM** JOR vs. ALG **Jun 22** Mon	Jun 23 Tue	Jun 24 Wed	**7PM** PAR vs. AUS **Jun 25** Thu	Jun 26 Fri	Jun 27 Sat	Jun 28 Sun	Jun 29 Mon	Jun 30 Tue	**5PM** USA vs. BIH **Jul 1** Wed	Jul 2 Thu	**Overall** Jun 12 – Jul 2
San Francisco/San Mateo	+39%	**+51%**	+82%	+136%	**+125%**	+127%	+36%	**+21%**	+23%	+13%	**+33%**	+42%	+56%	**+64%**	+44%	+32%	+25%	+29%	+24%	**+61%**	+18%	**+54%**
San Francisco Market St	+66%	**+80%**	+115%	+172%	**+150%**	+154%	+38%	**+17%**	+35%	+4%	**+44%**	+68%	+92%	**+109%**	+67%	+41%	+25%	+36%	+13%	**+104%**	+40%	**+75%**
San Francisco Nob Hill/Wharf	+44%	**+62%**	+95%	+165%	**+146%**	+148%	+39%	**+22%**	+24%	+22%	**+34%**	+41%	+58%	**+63%**	+42%	+38%	+34%	+33%	+30%	**+54%**	+18%	**+59%**
San Mateo/Redwood City	+16%	**+19%**	+37%	+79%	**+88%**	+93%	+42%	**+36%**	+20%	+18%	**+25%**	+17%	+18%	**+13%**	+4%	-1%	+5%	+21%	+57%	**+83%**	+8%	**+32%**
Berkeley	+37%	**+40%**	+49%	+45%	**+54%**	+47%	+2%	**+6%**	+6%	-4%	**+5%**	-3%	-7%	**-1%**	+24%	+32%	+29%	+35%	+68%	**+26%**	-9%	**+20%**
Oakland	+22%	**+24%**	+26%	+80%	**+87%**	+88%	+18%	**+10%**	+15%	+3%	**+19%**	+27%	+27%	**+16%**	+34%	+34%	+21%	+3%	+6%	**+6%**	-12%	**+28%**
San Jose	+41%	**+52%**	+36%	+37%	**+57%**	+43%	+8%	**-4%**	-16%	-15%	**+31%**	+5%	+25%	**+47%**	+17%	-3%	+34%	+50%	+95%	**+118%**	+11%	**+27%**
Santa Clara	+56%	**+63%**	+24%	-8%	**+52%**	+52%	+64%	**+4%**	-7%	-29%	**+50%**	-3%	+21%	**+90%**	+23%	+14%	+56%	+75%	+201%	**+312%**	+30%	**+39%**
Santa Cruz	+26%	**+31%**	+17%	+7%	**+12%**	+10%	+2%	**+15%**	+12%	+11%	**+31%**	+32%	+33%	**+31%**	+23%	+25%	+27%	+23%	+20%	**+28%**	-8%	**+19%**
Sonoma County	+21%	**+24%**	+46%	+49%	**+31%**	+21%	-5%	**+2%**	-2%	-14%	**+11%**	+28%	+38%	**+43%**	+33%	+19%	+44%	+25%	+19%	**+17%**	-6%	**+18%**

Client Internal Use Only

Source: CoStar

Host Cities Hotel Performance

% change on match days vs. same time last year by CoStar market

Across host cities, demand growth was limited, with higher rates driving revenue performance.

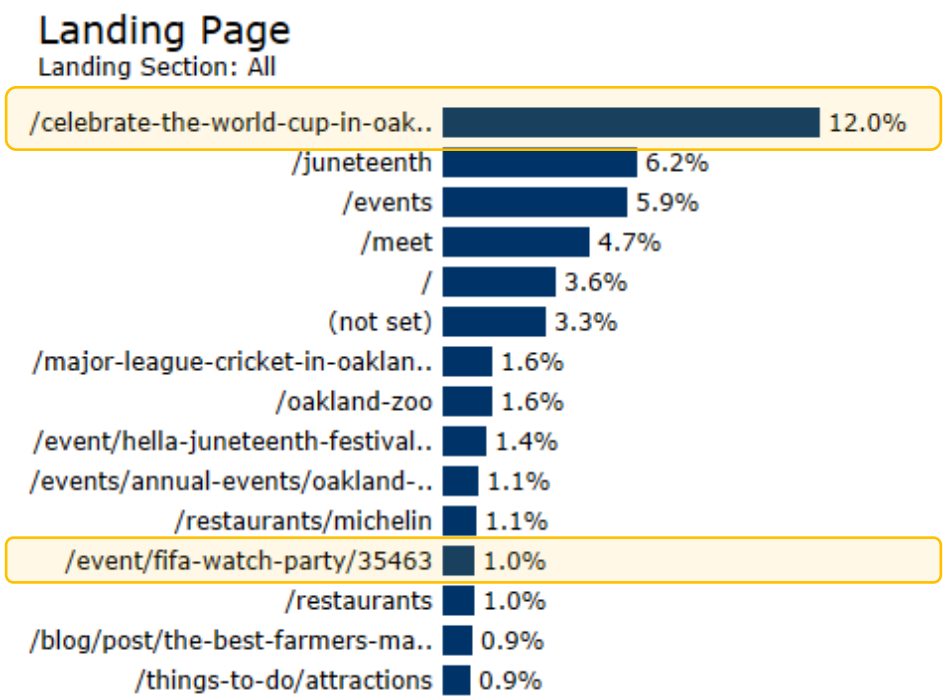
	Match Count	Occupancy	ADR	RevPAR	Supply	Demand	Revenue
Atlanta, GA	8	-1.4%	+21.2%	+19.6%	+0.9%	-0.4%	+20.7%
Boston	7	+0.2%	+30.2%	+30.5%	+2.1%	+2.3%	+33.2%
Dallas, TX	9	+4.9%	+29.2%	+35.5%	+0.4%	+5.3%	+36.1%
Houston, TX	7	+1.7%	+25.9%	+28.1%	+1.0%	+2.7%	+29.3%
Kansas City, MO	6	+6.6%	+70.8%	+82.1%	-0.6%	+6.0%	+81.0%
Los Angeles, CA	8	+2.1%	+22.5%	+25.1%	-0.9%	+1.2%	+23.9%
Miami, FL	7	-3.4%	+46.5%	+41.6%	+1.5%	-1.9%	+43.7%
New York, NY	8	+1.6%	+41.1%	+43.4%	+2.0%	+3.6%	+46.2%
Philadelphia, PA	6	+2.1%	+30.7%	+33.5%	+0.0%	+2.1%	+33.5%
San Francisco, CA	6	+13.5%	+42.2%	+61.4%	+0.2%	+13.6%	+61.5%
Seattle, WA	6	-6.2%	+22.7%	+15.1%	+1.3%	-4.9%	+16.7%
Total US Markets	78	+1.4%	+33.3%	+35.2%	+0.8%	+2.2%	+36.3%

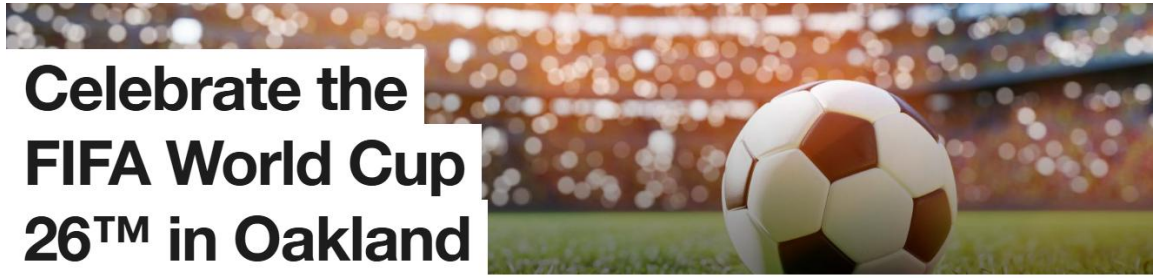
TOURISM ECONOMICS

Source: CoStar

Webpage Performance

The World Cup webpage ranked first among all landing pages in June, accounting for 12% of all website sessions.



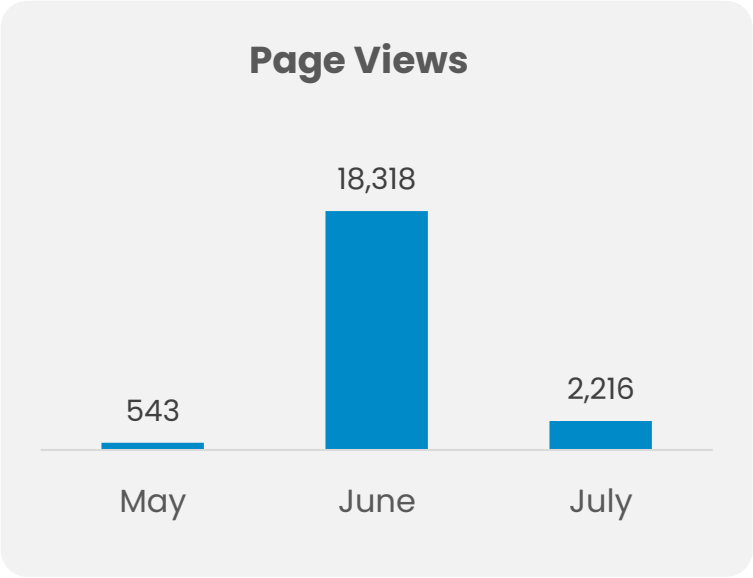


Engagement Rate

41.3%

Average Session Duration

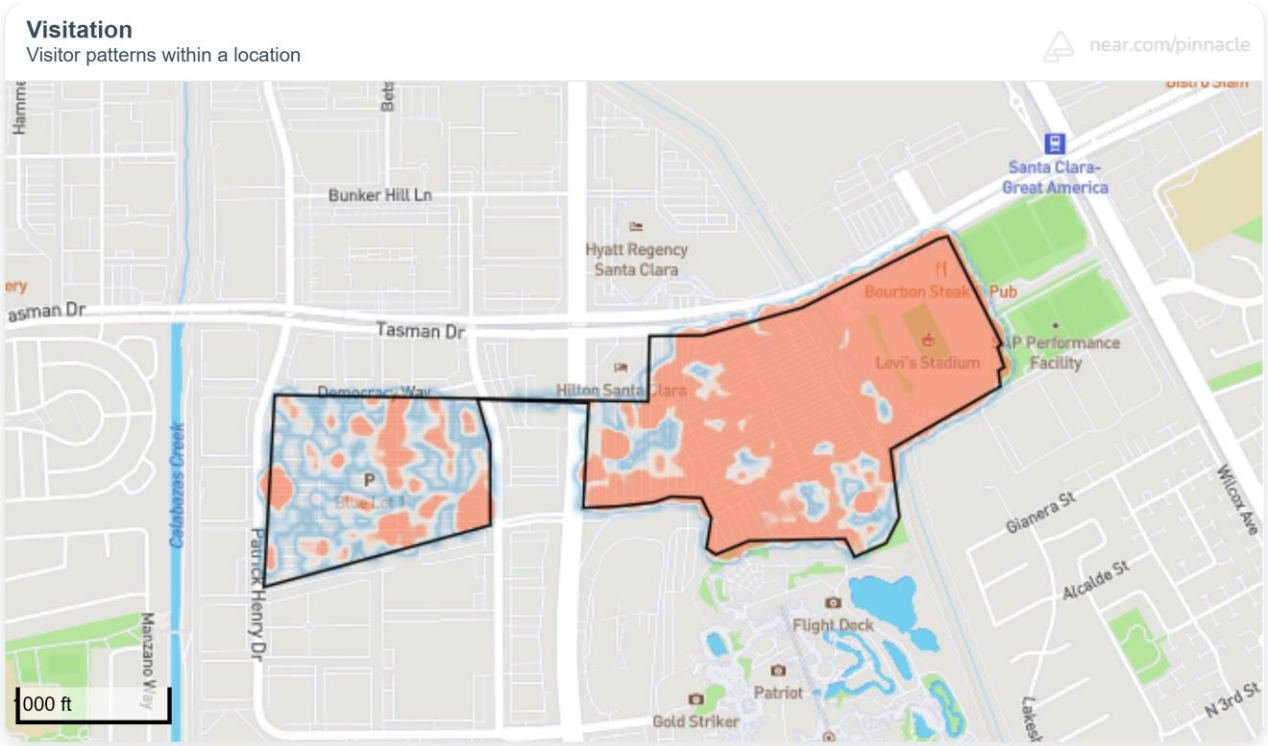
2 minutes
12 seconds

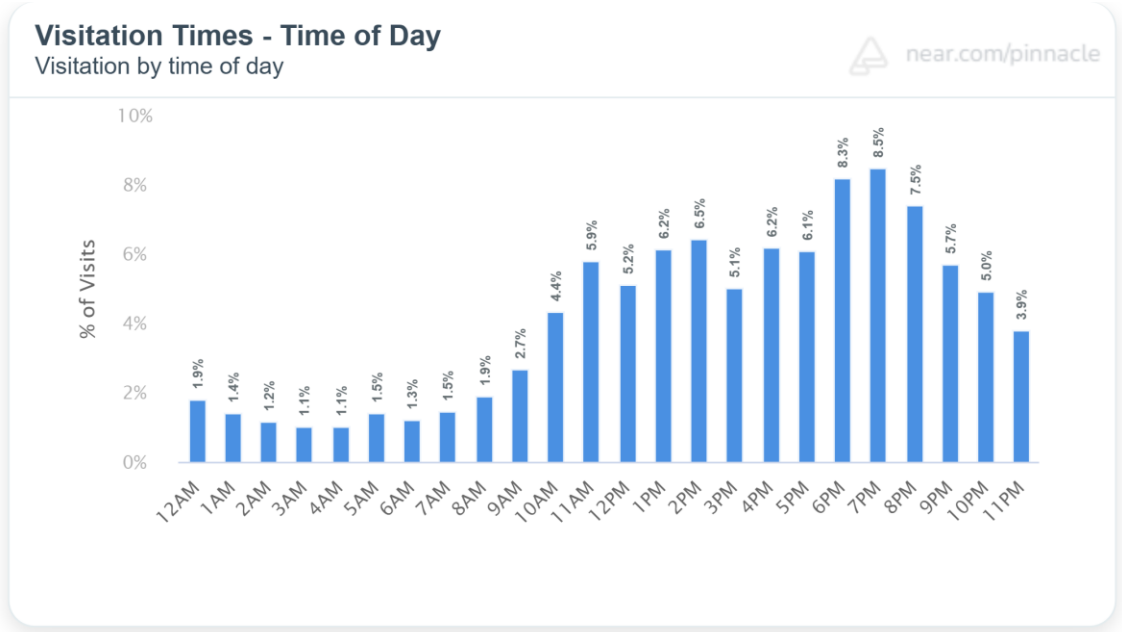


Source: Google Analytics
Note: Due to Google's practice of exporting sampled data to protect user identities, figures may not precisely match data viewed in the Google Analytics platform.

Visitor Insights

Mobile Geolocation Data was collected at Levi's Stadium from June 13-July 1

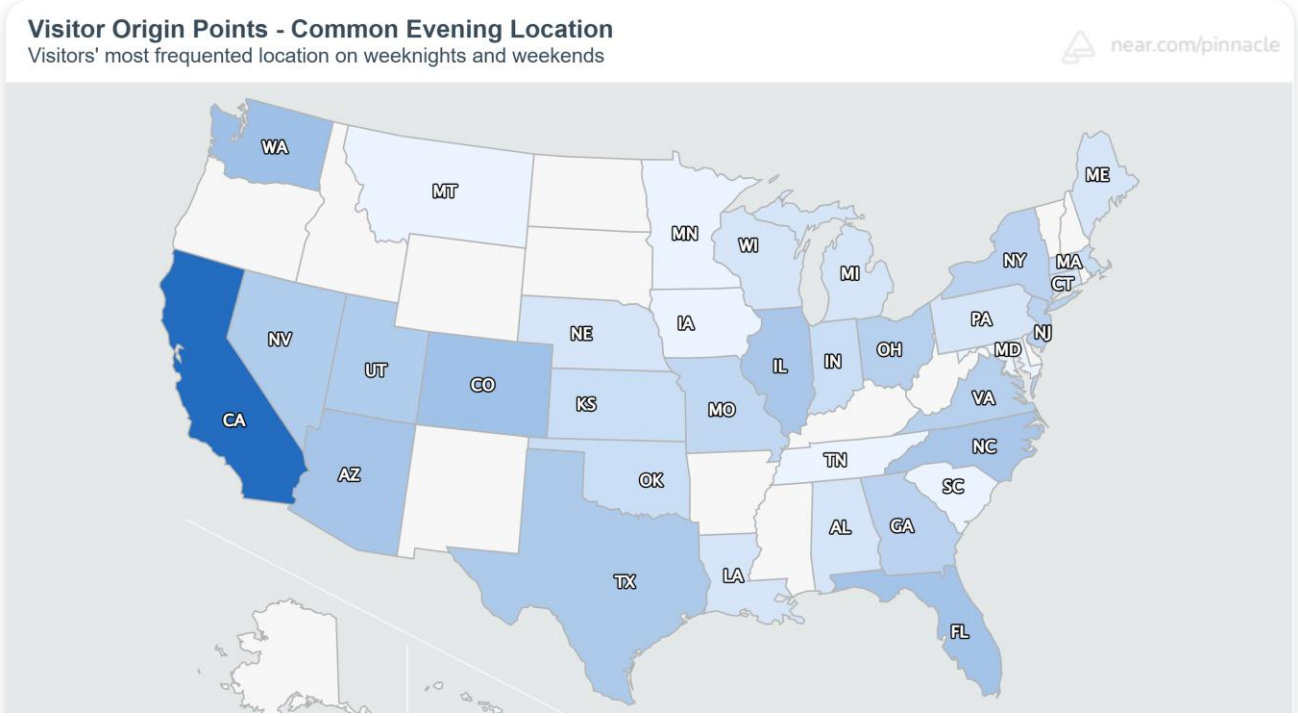




Source: Ariza (Pinnacle)
Sample Size: 872

TOURISM ECONOMICS

Visitors traveled from over 35 states to Levi's Stadium



Top Origin States:

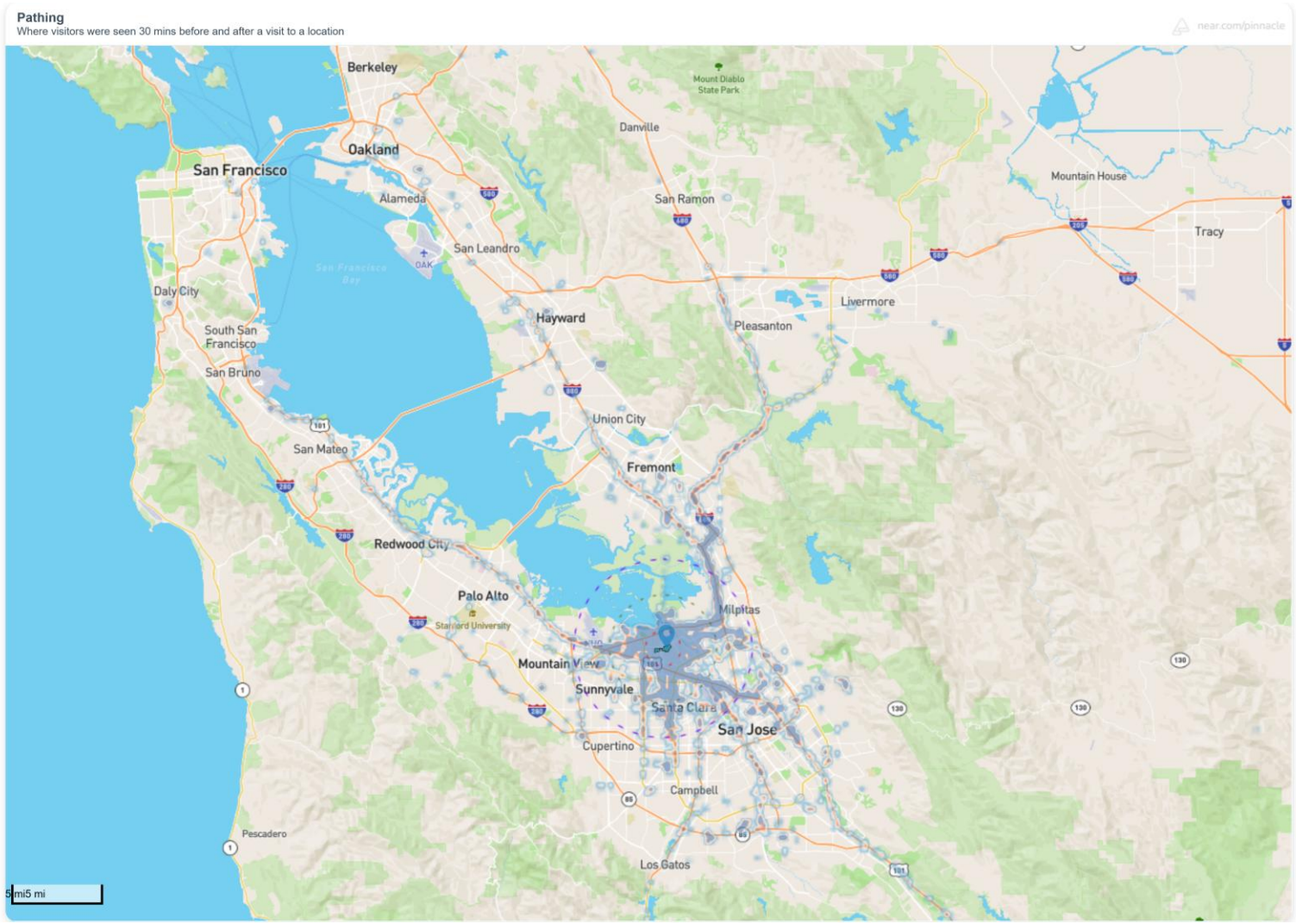
California	84.6%
Colorado	1.4%
Washington	1.4%
Florida	1.2%

Top Origin Municipalities:

San Francisco-Oakland-San Jose	70.1%
Sacramento-Stockton-Modesto	5.9%
Monterey-Salinas	4.8%
Los Angeles	2.9%
Seattle-Tacoma	1.4%

Source: Ariza (Pinnacle)
Sample Size: 872

Fans lived a median distance of 15 miles from the stadium



Distance Traveled:

Lives within 10 miles of location	47.0%
Lives between 10 and 50 miles	23.3%
Lives between 50 and 100 miles	7.2%
Lives >100 miles away	22.5%

Visitor Arrivals by Air, Oakland, CA

June 2026

In June, international arrivals to **Oakland International Airport** declined 10.9% YOY to 15K passengers, while domestic arrivals fell 3.9% YOY to 172K.

June 2026, Arrivals Breakdown

Total arrivals, excluding locals

	Month Passenger Count	YOY Change	% Share
Domestic Arrivals	172K	-3.9%	92.2%
International Arrivals	15K	-10.9%	7.8%
Grand Total	186K	-4.5%	100.0%

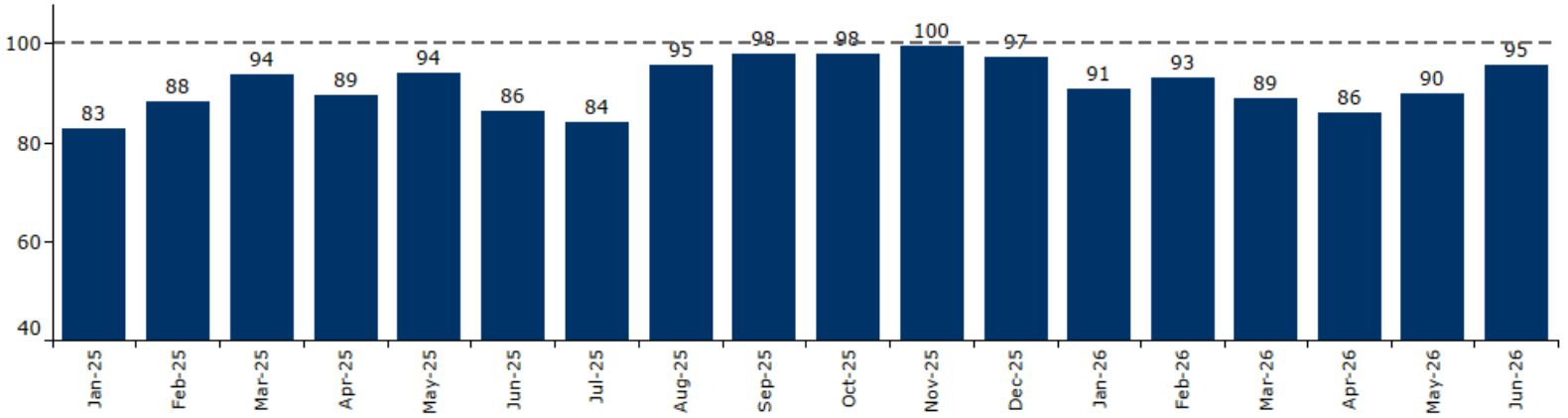
YTD Arrivals Breakdown

Total arrivals, excluding locals

	YTD Passenger Count	YOY YTD Change	% Share
Domestic Arrivals	868K	-9.3%	89.3%
International Arrivals	104K	-10.4%	10.7%
Grand Total	972K	-9.4%	100.0%

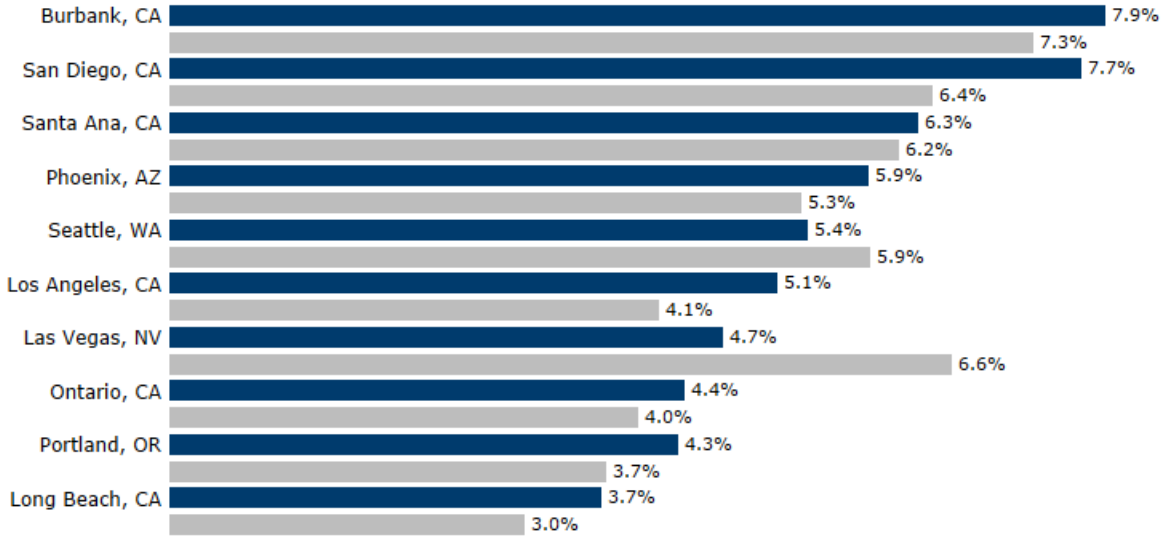
Total Visitor Arrivals

Excluding locals, YOY growth index (prior year=100)



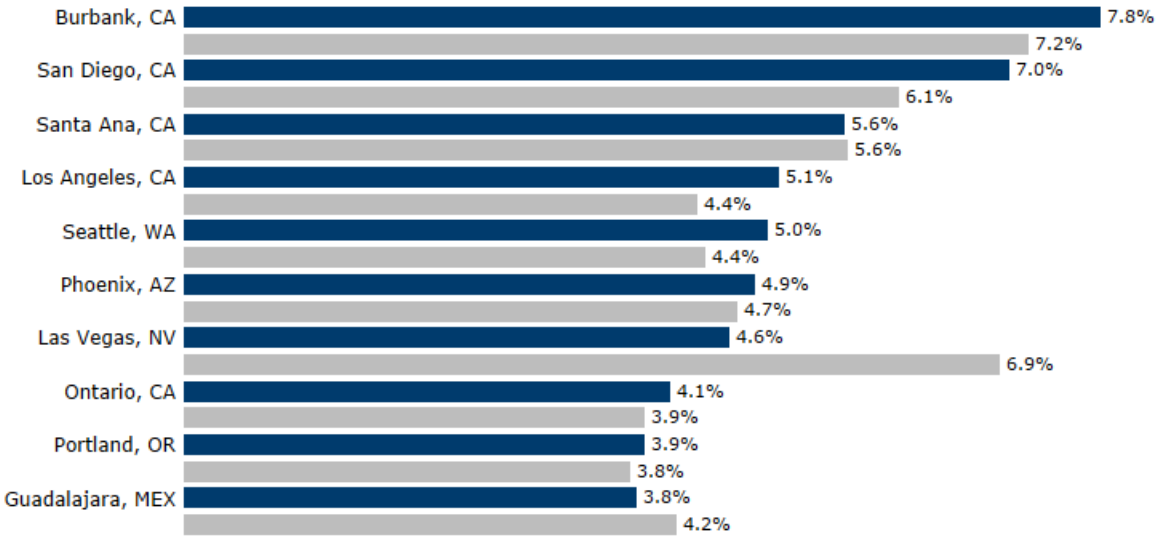
Top Origin Markets, June 2026

Current Year (blue) vs Last Year (grey)



Top Origin Markets YTD

Current Year (blue) vs Last Year (grey)



Note: All trips originating in Oakland, CA are excluded. This means travelers returning from trips to other cities or countries are not included.

Source: OAG

Visitor Arrivals by Air, San Francisco, CA

June 2026

San Francisco International Airport recorded 325K international air arrivals in June, up 2.9% YOY, while domestic arrivals increased 9.1% to 914K.

June 2026, Arrivals Breakdown

Total arrivals, excluding locals

	Month Passenger Count	YOY Change	% Share
Domestic Arrivals	914K	+9.1%	73.8%
International Arrivals	325K	+2.9%	26.2%
Grand Total	1,239K	+7.4%	100.0%

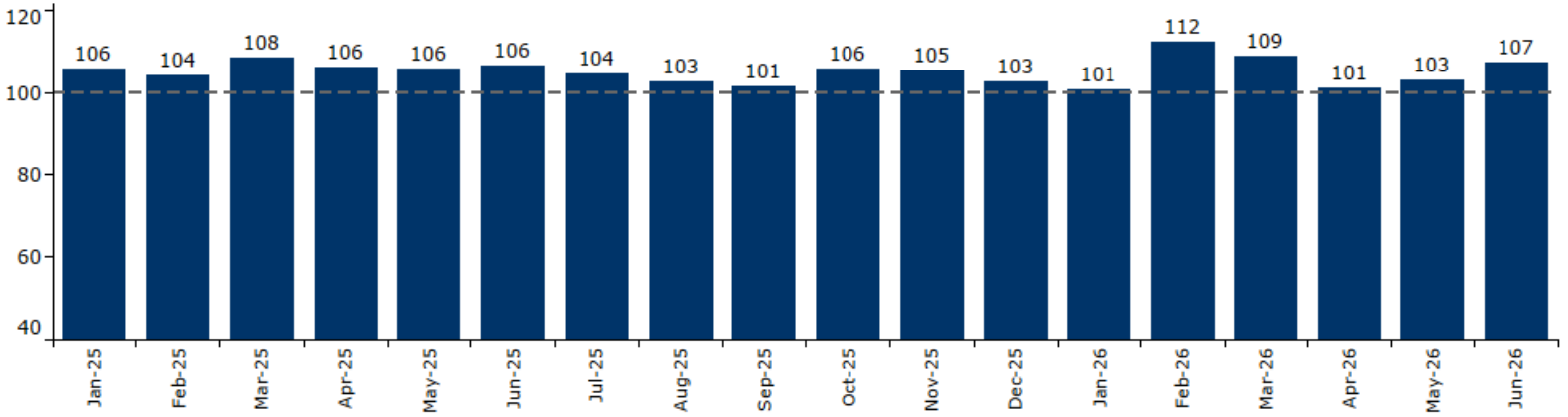
YTD Arrivals Breakdown

Total arrivals, excluding locals

	YTD Passenger Count	YOY YTD Change	% Share
Domestic Arrivals	4,649K	+6.6%	73.8%
International Arrivals	1,652K	+1.6%	26.2%
Grand Total	6,301K	+5.3%	100.0%

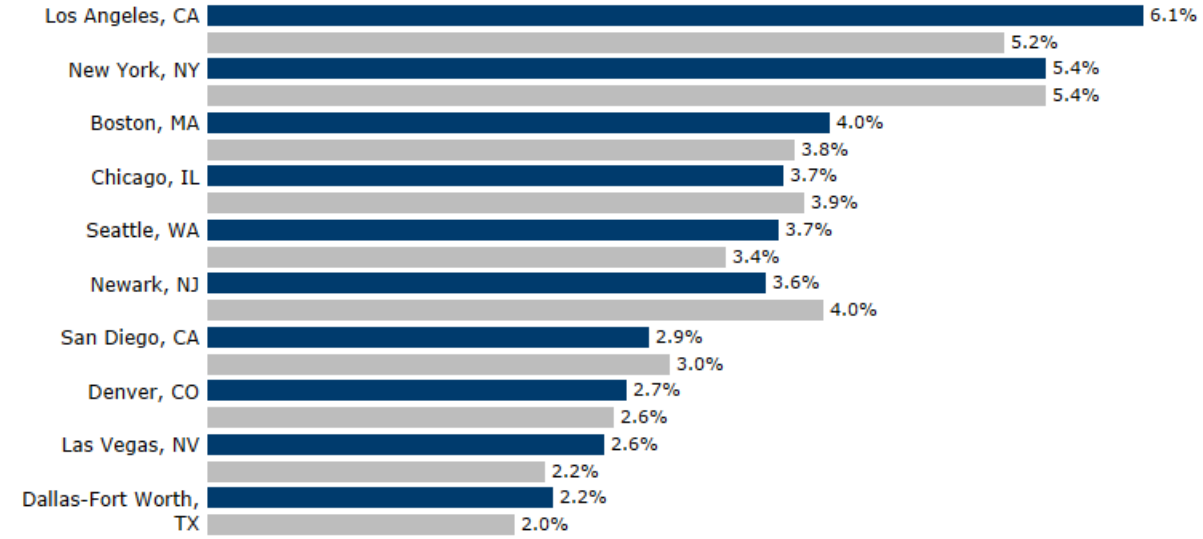
Total Visitor Arrivals

Excluding locals, YOY growth index (prior year=100)



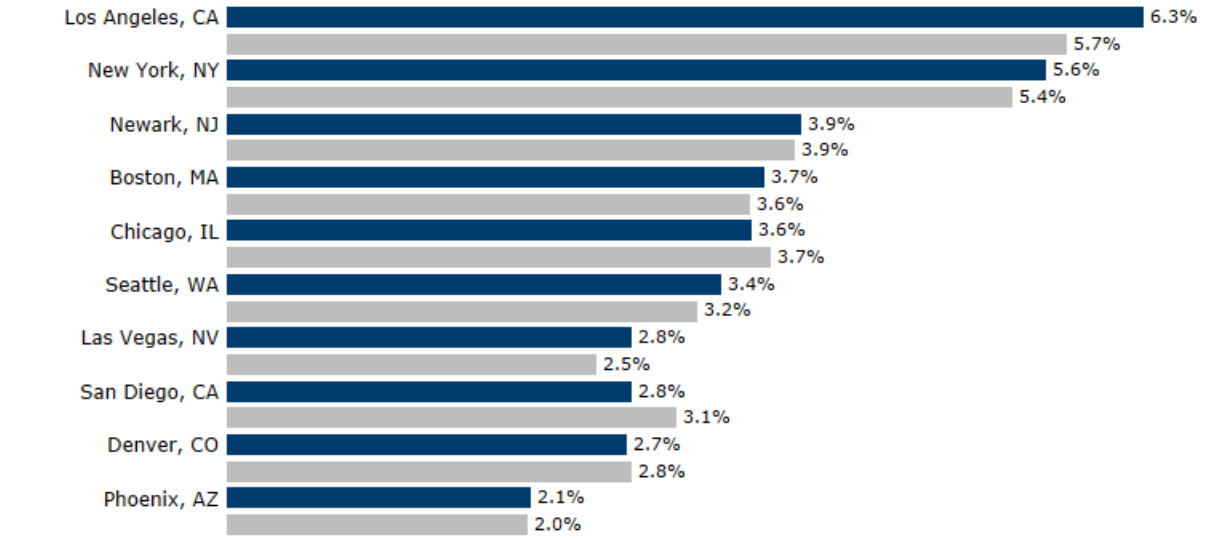
Top Origin Markets, June 2026

Current Year (blue) vs Last Year (grey)



Top Origin Markets YTD

Current Year (blue) vs Last Year (grey)



Note: All trips originating in San Francisco, CA are excluded. This means travelers returning from trips to other cities or countries are not included.

Source: OAG

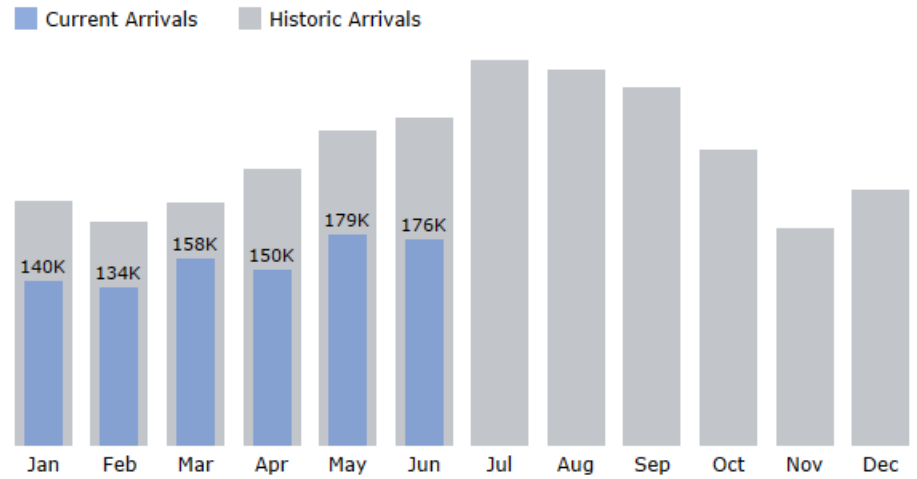
ADIS/I-94

Port of Entry | June 2026

International* Arrivals to San Francisco declined 1.5% YOY in June. Australia and Japan recorded increases, while arrivals from other top origin countries declined.

175.6K
Arrivals
-1.5% vs. Previous Year

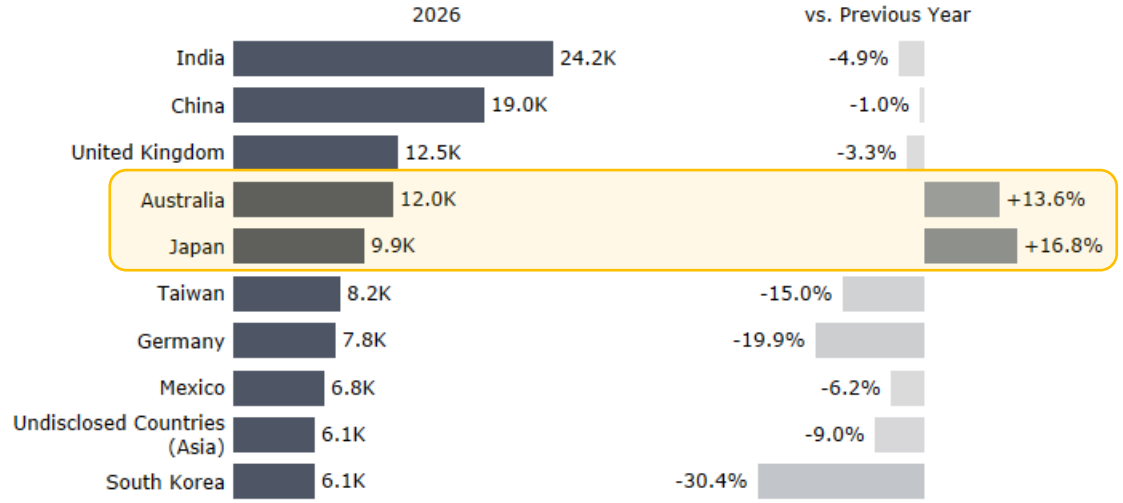
Current vs. Historic Arrivals



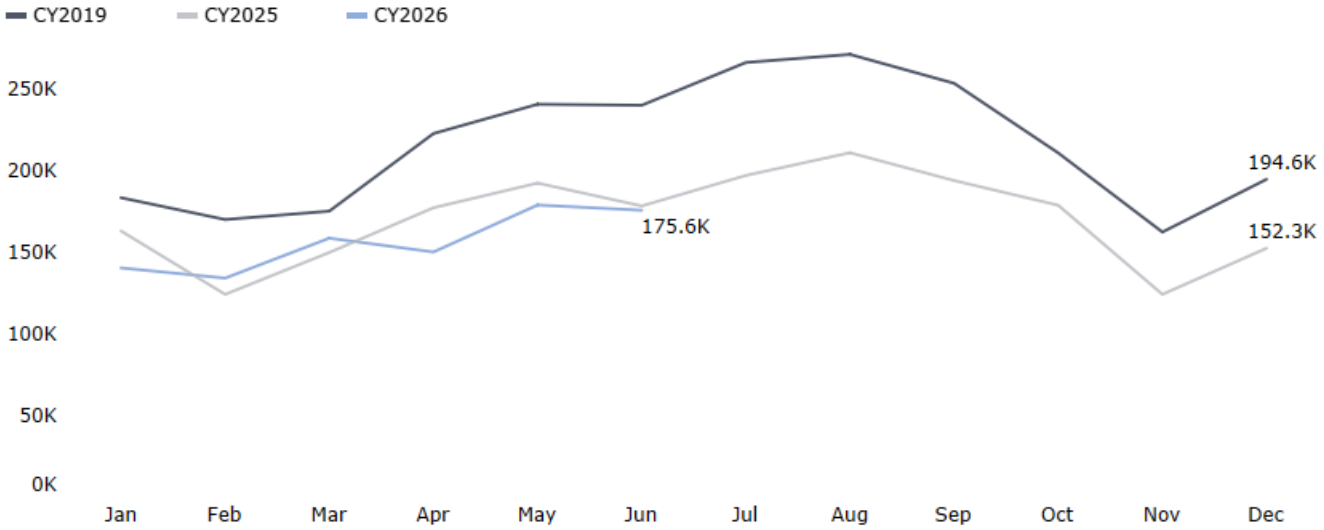
*History includes 2015 - 2019 average

Top Origin Countries

Monthly Arrivals vs. Previous Year

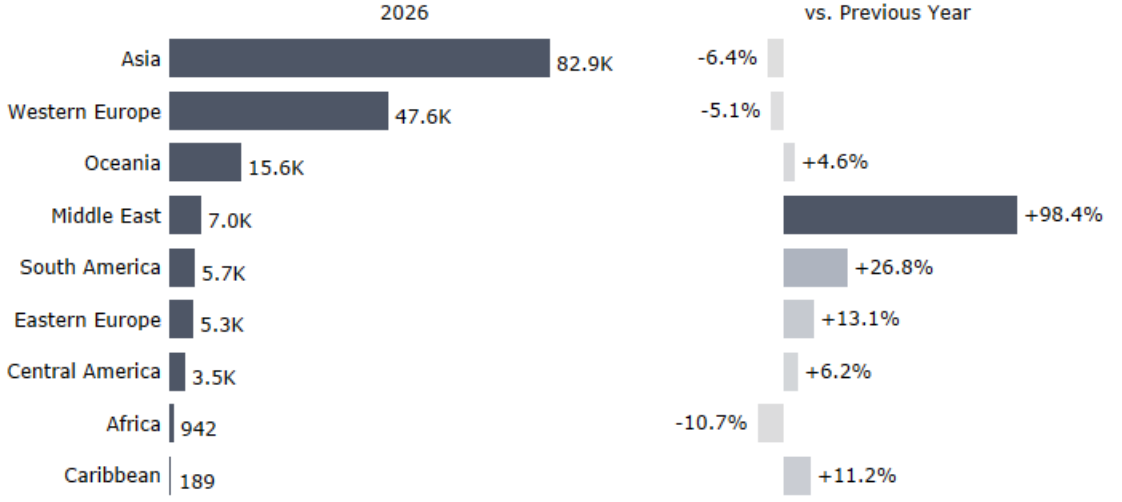


Arrivals by Calendar Year



Top Origin Regions

Monthly Arrivals vs. Previous Year



Source: NTTO

***Note:** Excludes Canada

Summary

- Oakland hotels captured higher revenue throughout the World Cup period, with a 14.5% increase in ADR lifting hotel revenue 16.7% YOY despite 8.8% less supply.
- Match-night hotel performance was consistent with the broader tournament period, with occupancy at 73.9%, demand up 1.6%, and ADR up 15.3%, resulting in 17.2% higher hotel revenue.
- The strongest demand gains came from major San Francisco events rather than World Cup matches, with demand declining YOY on 5 of 6 match days.
- Performance gains were widespread, with double-digit RevPAR growth in nearby markets and the large gains among Midscale and Upper Midscale hotels in Oakland.
- According to the Azira sample data, the World Cup drew visitors from more than 35 states, but remained largely a regional draw. 70.1% of visitors originated from the San Francisco-Oakland-San Jose MSA, while visitors traveled a median distance of 15 miles to the stadium.