



# Orlando Human Rights Annex

# PARTICIPANTS FROM THE FIFA PRESENTATION ON THURSDAY, DECEMBER 9, 2021

- Mayor Buddy Dyer, City of Orlando
- Heather Fagan, City of Orlando
- Craig Borkon, Orlando Venues/City of Orlando
- Roseann Harrington, Orange County
- Jason Siegel, Greater Orlando Sports Commission
- Jennifer Lastik, Greater Orlando Sports Commission
- Caesar Lopez, Orlando City Soccer Club and Orlando Pride
- Dr. Richard Lapchick, Institute for Sport and Social Justice
- Latria Graham, GLB Media Group
- David Arnott, City of Orlando
- Scott Bowman, onePulse Foundation
- Marc Espeso, Orange County
- Tanisha Gary, African American Chamber of Commerce Central Florida
- Tomas Lares, United Abolitionists, Inc.
- Felipe Sousa-Lazaballet, City of Orlando
- Captain Mitch Shaban, Orange County
- Donna Wyche, Orange County





**Human Rights  
Presentation to FIFA  
December 9, 2021**



# HUMAN RIGHTS REPORT

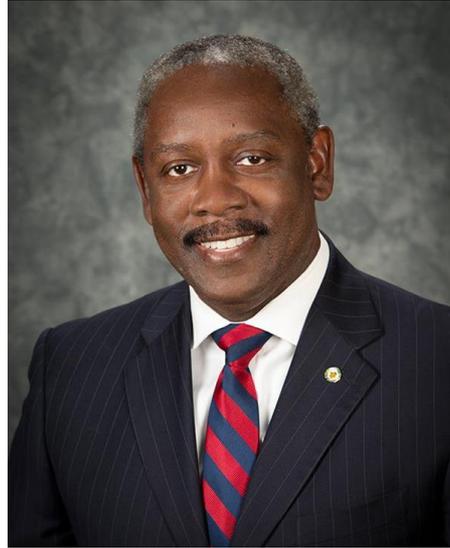
# GO26 Leadership

## Honorary Co-Chairs



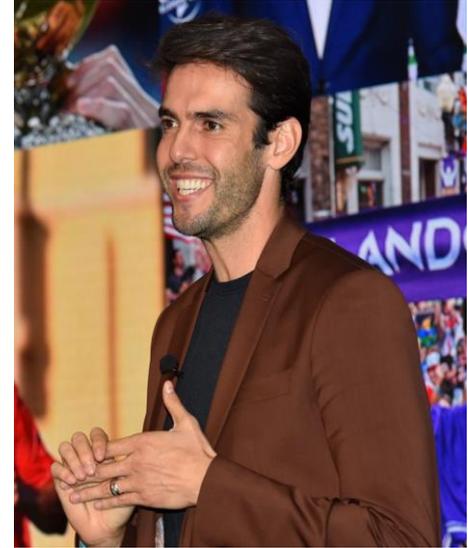
**Mayor Buddy Dyer**

City of Orlando



**Mayor Jerry Demings**

Orange County



**KAKA**



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**Jason Siegel**

President & CEO, Greater Orlando Sports Commission



**Jennifer Lastik**

Sr. VP of Events, Greater Orlando Sports Commission



**Mark Wilf**

Chairman, Orlando City Soccer Club and Orlando Pride



**Caesar Lopez**

CAO & General Counsel, Orlando City Soccer Club and Orlando Pride



**Heather Fagan**

Chief of Staff, City of Orlando



**Allen Johnson**

Chief Venues Officer, Orlando Venues



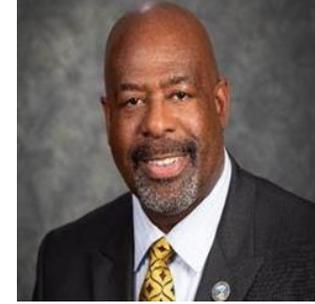
**Craig Borkon**

Deputy Chief Venues Officer, Orlando Venues



**Roseann Harrington**

Chief of Staff, Orange County



**Bryon Brooks**

County Administrator, Orange County



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# GO26 Human Rights Committee



**Dr. Richard Lapchick**  
Honorary Human Rights  
Committee Chair  
Institute for Sport and Social Justice



**Latria Graham, M.S.**  
Human Rights Committee  
Chair  
GLB Media Group





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# Immigrant Integration

**RANKED #1 IN FLORIDA**

New American Economy (NAE) top score on government leadership for our efforts to support immigrant integration for the third year in a row.

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# HUMAN RIGHTS COMMITTEE OVERVIEW



# *Orlando Strong.*

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## HAPPY HUMAN RIGHTS DAY

In concert with the United Nations Declaration of Human Rights, We are committed to play our part to level the playing field towards justice, equality, dignity and human rights for all.

# GO26 Human Rights Committee Representatives



**Dave Arnott**

Public Safety Advisor to Orlando Mayor  
Buddy Dyer



**Scott Bowman**

Chief Communications & Gov't Relations  
Officer, onePulse Foundation



**Marc Espeso**

Special Assistant to Mayor Demings,  
Orange County



**Tanisha Gary**

President, African American Chamber of  
Commerce Central Florida



**Tomas Lares**

Founder & President, United Abolitionists,  
Inc.



**Felipe Sousa-Lazaballet**

Inclusion, Diversity & Equity Senior  
Specialist, City of Orlando



**Captain Mitch Shaban**

Orange County Sheriff's Office



**Donna Wyche**

Division Manager, Mental Health and  
Homelessness, Orange County



# STAKEHOLDER ENGAGEMENT PROCESS

**65** EXPERT  
LEADERS

Serving on Human Rights  
Committee

ACROSS **7**  
SUB COMMITTEES

OVER **15**  
COMMITTEE MEETINGS

## COMMITTEES INCLUDE:

- **Human Trafficking**
- **Safety and Security**
- **Housing Rights**
- **Workers Rights**
- **Migrants**
- **LGBTQIA+ Rights**
- **Child Rights**



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# PROCESS: STAKEHOLDER ENGAGEMENT



# IN-MEETING STRUCTURE



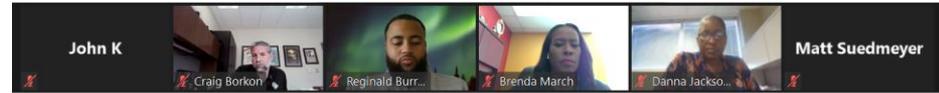
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## OVERVIEW

- **FIFA World Cup Impact**
  - \$600 million to \$800 million economic impact
  - Opportunity for legacy
- **Stakeholder Engagement**
- **Human Rights Committee**
  - Safety & Security
  - Housing Rights
  - Migrant Rights
  - LGBTQI Rights
  - Workers Rights
  - Human Trafficking
  - Child Rights (new)



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## Discussion Starters

1. Are there particular risks that children are likely to face as a result of hosting the World Cup?
2. What additional work needs to be undertaken to ensure that all children are adequately protected and safeguarded during the tournament?
3. What are steps that can be taken to work with local child welfare and protection agencies and support services to ensure the well-being and the rights of all children during the World Cup?
4. How might we incorporate children as stakeholders to participate in community conversations on issues related to children's safety and participation in sport and the delivery of the competition?



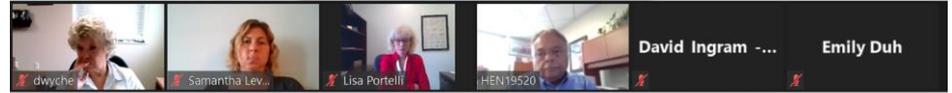
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# PROCESS: IDENTIFYING RISKS, ADVERSE IMPACTS, MITIGATION MEASURES, LEGACY OPPORTUNITIES, COVID-19 IMPACT



## Identified Risks

- **Lack of Affordable Housing.** Orlando's rate of eviction is roughly 3% above the national average and 17% of the population had incomes below the poverty line. The increased demand for temporary housing during the tournament may create additional pressure on the local housing market, increasing the possibility that low-income families will be displaced or priced-out of the housing market long-term.
- **Homeless Population Displacement.** Orlando had the second largest number of people experiencing homelessness in unsheltered locations in 2019 and there have been issues with people sleeping in public areas, loitering, and sharing food. In an effort to improve safety and security for visitors in advance of the tournament, there is an increased possibility of forced removal of homeless individuals from stadiums and transport hubs.



## COVID-19 Impact

### What impact might COVID-19 have on the tournament in 2026?

- Collaborative Awareness Campaign?
- Housing Rights Training Program?
- Advocacy and Legislative Programs?
- Task Force?
- What about children and housing?



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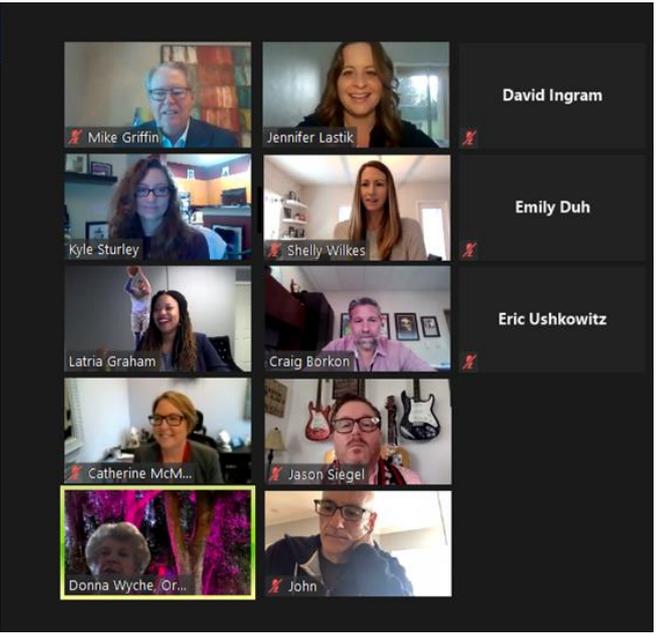


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# PROCESS: SAFEGUARDING POLICIES, MECHANISMS, GUIDING PRINCIPLES

## Subcommittee Members

- Central Florida Commission on Homelessness
- Habitat for Humanity of Greater Orlando and Osceola County
- LIFT Orlando
- Orange County Government
- Orlando Magic
- Orlando Venues
- Zebra Coalition



October 22, 2020



# HOUSING RIGHTS IDENTIFIED RISKS & ADVERSE IMPACTS

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***Added by Stakeholder Committee:***

- **Impact of COVID-19 evictions can lead to home displacement for families and children.** A resurgence of COVID-19 during or leading up to the tournament could cause more families to experience financial burdens resulting in loss of their homes.



# EXISTING PREVENTATIVE MEASURES, REMEDIES & RESOURCES

- **Housing First Initiative**
- **Housing for All Action Plan**
- **Central Florida Commission on Homelessness**
- **Homeless Outreach Partnership Effort (H.O.P.E.) Team**
- **Downtown Ambassador Program**
- **Downtown Clean Team/DTO GO**
- **Homeless Services Network of Central Florida**
- **Health Care Center for the Homeless**
- **Christian Service Center**
- **Orange County COVID-19 Eviction Diversion Program**
- **City of Orlando's Family Self-Sufficiency program**
- **Fair Housing**
- **Moving To Work Demonstration Program**
- **LIFT Orlando**
- **CRA Down Payment Assistance Program**
- **Coalition for the Homeless**
- **Florida Housing Finance Corporation**
- **Homeless Support during COVID-19**





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## **NEW MITIGATION MEASURES & REMEDIES**

- **Housing Rights Training Program**
- **Influence Legislative Policies**
- **Establish A Community Resident Housing Advisory Council**



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# HUMAN TRAFFICKING IDENTIFIED RISKS & ADVERSE IMPACTS

- **Sex Trafficking Increase.** An influx of soccer fans may lead to greater activity from traffickers, impacting trafficked sex workers from various international and minority groups who are already in Orlando or who are brought to Orlando for the tournament.
- **Increase in Labor Trafficking:** Forced labor trafficking places pressure on the job market and those pressures could increase because of the preparations required by local businesses to be ready for the tournament.

## *Added by Stakeholder Committee:*

- **Increased Illegal Drug Activity Lures Victims:** An increase in visitors to Orlando may increase demand for drugs, leading to a range of illegal activities. As a result, there is a possibility that traffickers selling drugs such as opioids could lead to pill mills and other serious drug activity, which increases opportunity to lure sex trafficking victims.



# EXISTING PREVENTATIVE MEASURES, REMEDIES & RESOURCES

- **Orlando Police Department Special Victims Response Team**
- **Human Trafficking Education & Training by United Abolitionist**
- **The ACT! Mobile App**
- **Huddle Up**
- **Coordinated Emergency Victim Assistance Program**
- **Short Term Residential Program**
- **The Citizen Observer Program**





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## **NEW MITIGATION MEASURES & REMEDIES**

- **Human Trafficking Training Summit**
- **Marketing Awareness Campaigns**
- **Business Rewards Program**
- **Support Legislative Policies**
- **Amplify Safety Messaging on Social Media and Online**



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# LGBTQIA+ IDENTIFIED RISKS

- **Lack of State-level Non-discrimination Protections:** Florida has no explicit state-wide non-discrimination protections for gay, lesbian, bisexual, or transgender people. Lack of non-discrimination protections could lead to discriminatory experiences for the LGBTQIA+ community who are visiting during the tournament.
- **No State-level Housing Discrimination Protections:** Florida does not explicitly prohibit housing discrimination based on sexual orientation and gender identity. Lack of non-discrimination protections could lead to discriminatory experiences for the LGBTQIA+ community who are seeking housing during the tournament.
- **Access to Public Transportation & Tournament Facilities:** Florida does not explicitly prohibit discrimination based on sexual orientation and gender identity when using public transportation. Lack of non-discrimination protections could lead to discriminatory experiences for the LGBTQIA+ community while using public transport and tournament facilities.

## ***Added by Stakeholder Committee:***

- **Black Trans Women Targeted:** The Transgender community, especially Black trans women are at a high risk for abuse and death or Human Trafficking. An influx of fans from around the world, particularly from countries with lower tolerance for LGBTQIA+ Rights, could lead to an increase in discriminatory or dangerous experiences for members of the Trans community.



# EXISTING PREVENTATIVE MEASURES, REMEDIES, & RESOURCES

- **Chapter 57 Review Board Policy**
- **Human Relations Division**
- **Non-Discrimination Ordinance**
- **Domestic Partnership Registry**
- **Gender Identity added to anti-discrimination Chapter 57**
- **Orlando Police Department Transgender Persons Policy**
- **Orlando Police Department LGBTQIA+ Liaison and Law Enforcement Training**
- **Mayor Dyer's Stand Up Orlando Campaign**
- **Gender Identity added to Supplier Diversity on Chapter 7 Procurement**
- **Orlando Police Department Safe Place Initiative**
- **Transgender Community Support**
- **LGBTQIA+ Community Partnerships**
- **Zebra Coalition**
- **Marriage Equality**
- **City of Orlando's Healthcare provider offering employee coverage for specific procedures**
- **Orlando Youth Empowerment Summit**
- **Resolution for LGBTQIA+ Owned Enterprises**
- **Orlando United Assistance Center**





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## NEW MITIGATION MEASURES & REMEDIES

- **LGBTQIA+ Rights Training Program**
- **Orlando Unites for Human Rights Awareness Program**
- **Statewide Advocacy**
- **Universal Restroom Options in Venues**
- **Establish LGBTQIA+ Task Force**



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# MIGRANT RIGHTS IDENTIFIED RISKS & ADVERSE IMPACTS

- **Unfair Targeting Leading to Deportation.** Hosting the tournament may lead to increased profiling of documented and undocumented fans by U.S. Immigration and Customs Enforcement (ICE). This may lead to an increase in expedited deportations which can leave migrant families vulnerable during expulsion proceedings with no procedural safeguards to ensure fair remedies.
- **Increase in Labor Exploitation.** Preparing to host the tournament may increase the potential for migrants to experience labor exploitation practices particularly in the hospitality industry. The economic impact of **COVID-19** may lead to more hotels and restaurants to engage in forced labor violations inclusive of illegal confinement and withholding travel documents.

## *Added by Stakeholder Committee:*

- **Adverse Impact of COVID-19 can lead to mental health concerns.** A resurgence of COVID-19 during or leading up to the tournament could cause migrant families to experience financial hardships or difficulty returning home due to border closures which can lead to unstable mental health. The migrant workforce has a high concentration of workers in the hospitality industry which may leave migrants vulnerable due to higher layoffs and difficulties of social distancing when returning to work. These conditions can all cause increased stress, anxiety, or depression



# EXISTING PREVENTATIVE MEASURES, REMEDIES, & RESOURCES

- **Local Immigrant Integration Policies Award**
- **Immigration Status Protections and Equal Access to Services - Trust Act Policy**
- **Economic Mobility for Immigrants - Hispanic Office for Local Assistance (HOLA)**
- **Deferred Action for Childhood Arrivals Financial Assistance**
- **Minority-Owned Business Initiative**
- **Dedicated Office of Multicultural Affairs**
- **Migrant Education Programs & Services - Hope Community Center**





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## **NEW MITIGATION MEASURES & REMEDIES**

- **Multilingual Grassroots Awareness Campaign**
- **Immigration Affairs Task Force**
- **Anti-Racism & Cultural Training Program**
- **COVID-19 Mental Health Awareness Campaign**



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# SAFETY & SECURITY IDENTIFIED RISKS & ADVERSE IMPACT

- **Poor Policing Relationships with Black Communities.** Police departments under intense scrutiny nationally and locally for racial inequality in policing can potentially result in confrontational protests. The tournament will attract international soccer fans of different nationalities, many of whom are Black, increasing the possibility of incidents between visitors and local law enforcement.
- **Abuse of International Visitors.** The large numbers of international soccer fans representing different nationalities who would visit for the tournament could be at increased risk of physical or verbal abuse from hate groups that target Orlando, and those visiting for the tournament.
- **Child Abuse.** The influx of people into Orlando hosting the tournament may increase children's risk of separation from their parents in large crowds, kidnapping, and other abuse.

## *Added by Stakeholder Committee:*

- **COVID-19 can lead to increased Asian American discrimination and limited access to adequate healthcare for historically marginalized groups.** A resurgence of COVID-19 leading up to the tournament can exacerbate verbal or violent attacks from hate groups, especially towards visitors who are Asian American and Pacific Islander who have been blamed for the spread of the virus.



# EXISTING PREVENTATIVE MEASURES, REMEDIES, & RESOURCES

- **Community Trust and Equity Initiative**
- **Community Investments including adding an Equity Official and expanding the Parramore Kidz Zone and My Brothers Keeper programs**
- **Alternative Mental Health Response Pilot Program**
- **Citizens Review Board**
- **8 Can't' Wait**
- **Code Red**
- **Innovative Response To Improve Safety**
- **Hispanic Citizens Police Academy**
- **Community Building including Operation Positive Direction and Dueling Dragon programs**
- **Orange County Community Crime Prevention Grant Program**





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## **NEW MITIGATION MEASURES & REMEDIES**

- **Code of Conduct Awareness Campaign**
- **Customer Service and Safety Incentive Program**
- **Child Safety Wristband**



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# WORKERS' RIGHTS IDENTIFIED RISKS & ADVERSE IMPACT

- **Abuse of Workers Rights.** Florida is a right-to-work state, which critics say can significantly weakened the power of organized labor in the workplace.
- **Low Minimum Wages.** Orlando's current minimum wage is \$8.46 per hour. Low wages could impact workers at tournament venues and recreation establishments which may include third party vendors.
- **Increased Employment Discrimination.** The State of Florida does not prohibit employment discrimination based on sexual orientation and gender identity.

*Added by Stakeholder Committee:*

- **Unequal treatment of organized union workers.** Adverse impact could lead to no pay for long periods of time, poor working conditions for workers at tournament venues and recreation establishment via supply chain partners.



# EXISTING PREVENTATIVE MEASURES, REMEDIES, & RESOURCES

- **Passed Amendment to Increase Minimum Wage to \$15**
- **Establishment of the Orlando Human Relations Office, a Fair Employment Practice Agency and a Fair Housing Assistance Program.**
- **Enforced local and federal anti-discrimination laws and partnership with the Federal Equal Employment Opportunity Commission and the US Department of Housing and Urban Development to enforce the Civil Rights Act of 1964 (Title VII), Civil Rights Act of 1968 (Title VIII), ADEA, and ADA as amended.**
- **Adoption of laws including the Chapter 57 Ordinance prohibiting discrimination**
- **Existing Hotline for workers to report complaints for review with the EEOC and/or HUD.**
- **Blueprint Employment Office**
- **Job Training Programs**
- **Labor Relations Liaison**





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## **NEW MITIGATION MEASURES & REMEDIES**

- **Unite for Human Rights Awareness Campaign**
- **Comprehensive Supplier Diversity Program**
- **Responsible Contractors Guidance**



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# CHILD RIGHTS IDENTIFIED RISKS & ADVERSE IMPACT

- **Separation from Parents.** An influx of soccer fans at tournaments and large events increases risk of children being kidnapped or separated from their parents.
- **Child Abuse.** Children may experience various forms of child abuse including emotional/psychological, physical, sexual, and neglect. As addressed in our Human Trafficking section, sex traffickers will attempt to lure young children through online gaming consoles or social media networks.

## *Added by Stakeholder Committee:*

- **Impact of COVID-19 evictions can lead to home displacement for children.** A resurgence of COVID-19 during or leading up to the tournament could cause more families to experience financial burdens resulting in loss of children's homes.



# EXISTING PREVENTATIVE MEASURES, REMEDIES, & RESOURCES

- **Dedicated Child Protection Services Agencies**
- **Child Abuse Reporting Mechanisms & Policies**
- **Orange County's Citizens' Commission for Children (CCC)**
- **Parramore Kidz Zone**
- **LGBTQ+ Zebra Coalition Children Housing Initiative**
- **Florida's Children First (founded by child advocate attorneys fighting for children's rights)**
- **Florida Department of Children and Family (DCF) Training, Policies, and Services**
- **Orlando LGBTQI Youth Empowerment Summit**
- **Zebra Coalition Youth Council**
- **Vision for Play Safety and Inclusion Initiative**
- **Visit Orlando's communications resources that are accessible and ADA compliant**





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## **NEW MITIGATION MEASURES & REMEDIES**

- **Child Safety Wristbands**
- **Child-Friendly Orlando Unites for Human Rights Campaign**
- **Amplify Messaging on Social Media and Online.**
- **Multi-stakeholder Safeguarding Training Program**



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# OPPORTUNITIES FOR HUMAN RIGHTS LEGACY IN 2026 & BEYOND

Human Rights	Housing Rights	Human Trafficking	LGBTQIA+ Rights	Migrant Rights	Safety & Security	Workers' Rights	Child Rights
<p><b>Legacy Opportunity</b></p>	<p>End chronic homelessness. Secure additional housing &amp; services for low-income and homeless residents</p>	<p>Prevention education to fans and rescue and support thousands of victims from around the globe</p>	<p>10 year remembrance of the Pulse NightClub Tragedy to spread global message of love and inclusion</p>	<p>Advocate for the safety and support of over 100,000 migrants in Central Florida</p>	<p>Bridging the gap between law enforcement and residents, fans, and visitors with meaningful and welcoming community engagement</p>	<p>Close the racial wealth gap for minority businesses and workers by providing equitable access to contracts and job opportunities</p>	<p>Leverage the power of sport in partnership with the Orlando City Soccer Club and community partnerships to amplify youth voices and impact health through soccer programs</p>



**WE ARE READY  
TO WELCOME**



***THE  
WORLD  
AGAIN***

**ORLANDO2026.COM**



# Clarifications



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## STAKEHOLDER ENGAGEMENT

**Were any considerations made regarding how to make engagement accessible to different stakeholders? If so, what were these and how did this influence engagement (e.g. holding virtual meetings)?**

As mentioned in the report, we hosted multiple virtual video conferences with stakeholders throughout 2020 and into 2021. To ensure accessibility for all and respect everyone's right to freedom of opinions and expression, we conducted dozens of individual consultations to collect input. During our group sessions, stakeholders worked in topic-specific sub-committees to review human rights challenges presented in Ergon's Human Rights Report and we were able to detail the plans to address the issues that were raised while taking into account updated information or relevancy of the presented issues to the Orlando region.



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# STAKEHOLDER ENGAGEMENT

**Could the city clarify whether engagement to date had include trade union organisations, hospitality sector or fans groups? If not, could the city provide the reason behind this? Is this likely to happen between now and 2026?**

- **Hospitality:** To date, our stakeholders have engaged in human rights discussions with the Greater Orlando hospitality industry partners, including but not limited to stakeholders such as Visit Orlando (representing over 900 county wide hospitality members), the Florida Restaurant and Lodging Association (1100 regional business members), Central Florida Hotel and Lodging Association (represents over 260 hotel properties covering 80% of Central Florida), Universal Studios hotels and Walt Disney World Resorts Security. Disney and Universal along with Visit Orlando and the Central Florida Hotel and Lodging Association have representatives who serve on our stakeholder leadership committee and multiple other hospitality partners are on our community Local Organizing Committee.
- **Fan Groups:** Orlando City Soccer Club and Orlando Pride representatives serve on our GO26 Leadership team. They have a strong pulse on their fan groups and will engage the fan groups when we enter the next phase of the bid.
- **Trade Union:**
  - Over 85% of the City of Orlando's workforce is unionized, which is unique within the state of Florida. These unions include SEIU, LIUNA, Fraternal Order of Police and International Association of Firefighters. However, Florida is a right-to-work state and, subsequently, outside unions do not have the same influence and level of engagement in Orlando when compared to other states and cities. It is worth noting we proactively received a letter from the Central Florida AFL-CIO outlining many recommended actions that can be implemented to protect worker rights, several of which we are incorporating into our path forward.
  - The City of Orlando fully supports hiring local whenever possible and will strongly advocate for labor rights, including those for non-unionized workers, at facilities and within contracts tied to the World Cup. We firmly believe it is our obligation to support our residents with reasonable living wages and protections that provide safe and healthy working environments for everyone. We are committed to dealing exclusively with responsible contractors and vendors that have demonstrated fairness and adhere to policies that benefit all workers. Perhaps most importantly, we will clearly define local expectations of labor rights and human rights from the outset and then closely monitor the entirety of the process to ensure compliance. If and when violations transpire, we will take corrective action that directly corresponds in proportion.



# STAKEHOLDER ENGAGEMENT

## **Does the city consider the tournament to impact additional rightsholders, other than those identified in the Ergon report?**

For further clarification, while the Ergon Human Rights Report presented six human rights issues for discussion, the Orlando committee identified children as an additional rights holder. In response, we established a “Child Rights” subcommittee to engage in deeper discussions to integrate a child-friendly environment in preparation and delivery of the tournament.

## **Could the city clarify whether stakeholders were given an opportunity to review and comment on the report prior to submission? Has the final report been shared with stakeholders?**

To further elaborate on our process for stakeholders to review and comment, our stakeholders’ collective input represents the core of our human rights report. During our group sessions, stakeholders worked in topic-specific sub-committees to review and provide feedback on the human rights challenges presented in Ergon’s Human Rights Report. Stakeholders were given the opportunity to review the feedback collected before submission to the GO26 Leadership team for uploading. The final report has been shared with stakeholders. In addition, the full report was released publicly and posted on the GO26 website on December 10, 2021, World Human Rights Day.

## **Could the city clarify how stakeholders have been or will be involved/consulted in the development of its approach to engage stakeholders? (e.g. through Task Forces)**

The GO26 Leadership team has been and will continue to consult with community stakeholders from all walks of life in the development of our human rights efforts. As mentioned in the report, the at-large stakeholder group will continue to convene and once awarded Host City status, Orlando will invite more stakeholders to provide input on many of the special task forces and review boards listed throughout the report.



# STAKEHOLDER ENGAGEMENT

## From the engagements that have taken place so far, could the city provide more detail on what was discussed and what the outcomes of the discussions were?

- Our primary objective in facilitating discussions in our engagement process was to create a safe space for stakeholders to engage in meaningful and transparent discussions on human rights issues while respecting everyone's input.
- We found the guiding questions provided in *Ergon's Human Rights Issues Paper* to be extremely helpful and effective as discussion starters at our meetings. They were a great guide to inspire invaluable feedback that led to a contagious spirit of collaboration and solution-driven thinking of potential new measures, which are all included in detail for each focus area within the report.
- The most critical outcome of Orlando's engagement process was the discovery of an enormous amount of existing safeguarding policies, remedies, and planned measures across government, private, and public sectors that are currently in place to protect and advance human rights across the Greater Orlando region.
- We acknowledge that we still have room for improvement on some issues, and it takes building a foundational culture of trust between government, businesses, and community leaders to build the best possible prevention and mitigation plans as a group.
- In conclusion, all the discussions from the stakeholder engagement process were reflected within the report submitted to FIFA by the GO26 Leadership team.



# STAKEHOLDER ENGAGEMENT

**Could the city provide any letters of support from city or public stakeholders (such as Mayor's office, govt departments etc)?**

GO26 submitted over a dozen letters of support from public and private stakeholders on the behalf of our human rights report, including a joint letter of support from our two mayors, City of Orlando Mayor Buddy Dyer and Orange County Mayor Jerry Demings. You may reference the support letters at the end of the annex.

**Please provide any feedback given by stakeholders on the quality of the stakeholder process, existing or planned measures to address risk, and the contents of the report, if applicable.**

For clarification, most of the core content within the Orlando report represents a compilation of feedback and input provided by the stakeholders themselves.



# STAKEHOLDER ENGAGEMENT

**Could the city provide more detail on their engagement regarding workers' rights, and how, for example labour unions were considered and engaged? Could the city provide more detail on their engagement with the hospitality sector?**

- **Workers Rights:** Workers rights remain a high priority for the City of Orlando, as well as all human rights. We are committed to creating equitable job opportunities for all. With over 85% of the City of Orlando workforce unionized, we understand the importance of facilitating a level playing field. The City respects workers rights and has incorporated distinct language in all employee contracts outlining their individual rights. Here are a couple of examples from our employment contracts:
  - Employees shall have the right to join, or refuse to join, the Union without interference or intimidation/coercion by either the City or the Union. Further, all employees shall enjoy all rights and privileges as outlined in this Agreement.
  - Employees who do not join the Union may enjoy the rights and privileges of this Agreement, with the understanding that the Union provide to non-members reasonable notice of voting that affects the bargaining unit and information affecting their employment. The Union, however, is not obligated (except as may be set forth in State Law) to assist, and may assist any non-member in obtaining any right or privilege sought to be enforced hereunder.
- **Hospitality Sector:** One of our human trafficking subcommittee representatives, United Abolitionists, has extensive training with the Greater Orlando hospitality industry, including but not limited to the Florida Restaurant and Lodging Association, Central Florida Hotel and Lodging Association, and Walt Disney World Resorts Security. Training programs are in process with the transportation industry including LYNX, Sunrail and Universal Studio hotels.



# STAKEHOLDER ENGAGEMENT

## **Please provide updated information on stakeholders engaged to date.**

Orlando has engaged in a very robust stakeholder engagement process of continued engagement with members of the Human Rights Committee list included in the report, as well as the GO26 Leadership team. Our latest engagement to date was our human rights call with FIFA and Ergon on December 9, 2021.

## **Please incorporate any stakeholder comments shared during the human rights call with FIFA and Ergon, and any updated input from external stakeholders received since the exchange.**

We have included an attachment of the Powerpoint reviewed from the human rights call with FIFA and Ergon for further review. Since the exchange, our stakeholders have provided extremely positive reviews of our collective effort presented on the call and are excited about the opportunity to create a positive legacy on a global scale.

## **Could the city provide additional information on how it plans to receive and incorporate stakeholder feedback into its processes?**

- Currently, Orlando receives stakeholder feedback through virtual group meetings, individual meetings, and electronic communications, which was and will continue to be incorporated into our human rights planning process.
- Once awarded the bid, Orlando will convene resources in partnership with FIFA to establish communication mechanisms across all mediums, including community forums, digital media assets such as website submission forms, telecommunications, etc.





## RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES

**Could the city explain what process was undertaken to review and evaluate identified risks? (e.g. how risks highlighted by Ergon were taken into consideration, how other risks were identified, what sources of information were consulted). Has the city considered, for example through stakeholder engagement, the severity of these risks? (e.g. has the city considered the likelihood of the risks materialising, or the potential for impacting a certain group of rightsholders or a wider population) Would mitigation measures be key to preventing risk from materialising?**

- As mentioned in the report, the stakeholder engagement process to review and evaluate identified risks was conducted through multiple group zoom video conferences with stakeholders throughout 2020 and 2021.
- To ensure accessibility for all and respect everyone's right to freedom of opinions and expression, we conducted dozens of individual consultations to collect input.
- For our engagement process, we worked both with our 60+ stakeholder group as well as topic-specific sub-committees to review the human rights challenges presented in Ergon's Issues Paper, addressing the severity of these risks while taking into account updated information or inaccurate data presented.
- In our engagement, Orlando took into consideration risks materialising or potentially impacting all people, starting with rightsholders who are at-risk and are the most vulnerable populations and communities.
- While Orlando has many pre-existing mitigation measures to prevent the potential risks, the new mitigation measures presented along with continued dialogue and input from residents, fans, and workers will be key to sustainable prevention in all risk areas.



# RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES

**Has the city considered whether risk and mitigation measures may change in the time leading up to the tournament? Has the city considered how the aftermath of the pandemic or other contextual issues will affect the hosting of the tournament or the risks identified in relation to it?**

The GO26 team has taken into consideration that anticipated risks may change leading up to the tournament and mitigation measures might require adjustments as other crises and/or human rights issues arise. While we do not anticipate issues such as the COVID-19 pandemic to prevent the delivery of the tournament in Orlando, our working groups presented details within the report of how the resurgence of a pandemic could negatively impact vulnerable populations and new mitigation measures of prevention across each focus area.

**Could the city confirm whether stakeholders would be involved in the development and implementation of planned measures for addressing risk and implementing opportunities for a positive human rights legacy? How would that engagement take place? How often?**

- Orlando is committed to ensuring stakeholders have an opportunity to play an intricate role in the development, implementation, and planning of mitigation measures to address risks, monitoring, and enforcement of protection policies and measures.
- We will continue our stakeholder engagement process through a hybrid of virtual group meetings and/or in-person meetings on a quarterly basis, and then more frequently as we move closer to the tournament date. Specific details can be outlined on time commitments as we understand FIFA's tournament delivery timeline to ensure alignment.



# RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES

**Could the city provide more detail on which of the identified opportunities are going to create a positive legacy beyond 2026? Also, are there any tournament specific measures being developed or considered to contribute to the opportunities that have been identified? Is there any additional information the city could provide on the role of stakeholders in helping devise and deliver these opportunities?**

- Orlando is committed to ensuring stakeholders have an opportunity to play an intricate role in the development, implementation, and planning of new mitigation measures, address risks, monitoring, and enforcement of protective policies and measures.
- These roles will be inclusive of participation on the human rights committee, review boards, or task forces to provide insights and feedback.
- Orlando understands the tremendous responsibility that comes with hosting matches as part of the FIFA World Cup 2026™. We also recognize that hosting would provide an unparalleled opportunity to build a human rights legacy that benefits Orlando and surrounding communities. By design, our human rights plans are deeply integrated with existing community programs and projects, and our overall bid has considered the long-term impact of the work necessary to prepare to host. We are committed to working with FIFA to further expand the reach and impact of the many preventative measures and policies that are related to our human rights plan. Further details are included in the report for clarification, however, below are a few of the highlights by each risk area presented during our Human Rights Call.

## Child Rights:

- **Positive Legacy Opportunity Beyond 2026:** Leverage the power of sports in partnership with the Orlando City Soccer Club and community partnerships to amplify the voices of youth and impact positive health through our soccer programs.
- **New Tournament-Specific Measure:** In partnership with local stakeholders and FIFA, we hope to launch the GO26 FIFA World Cup Children's Human Rights Council. The children's council, composed of youth leaders from Orlando and neighbouring counties, will provide a platform for children to have an on-going voice in our planning and preparation to host the tournament. The Council will also host a town hall during the tournament to raise awareness of child rights, broadcasted/streamed to other children in classrooms across the globe.



# RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES

**Could the city provide more detail on which of the identified opportunities are going to create a positive legacy beyond 2026? Also, are there any tournament specific measures being developed or considered to contribute to the opportunities that have been identified? Is there any additional information the city could provide on the role of stakeholders in helping devise and deliver these opportunities?**

## Human Trafficking:

- **Positive Legacy Opportunity Beyond 2026:** Through awareness campaigns and fan education efforts, we can rescue and support thousands of human trafficking victims around the globe.
- ***New Tournament Specific Measures:*** In partnership with FIFA and other Host cities, we have an opportunity to combine resources to develop the largest awareness and educational campaign guaranteed to change the narrative for victims in need of healing and hope for the future here in Orlando, and around the world.

## LGBTQI+ Rights:

- **Positive Legacy Opportunity Beyond 2026:** Hosting the FIFA World Cup 2026™ matches in Orlando, in partnership with FIFA, would give us the opportunity to rally together communities worldwide to denounce all forms of hate and deliver one of the most powerful human rights campaign messages in the history of sports.
- ***New Tournament Specific Measures:*** We envision, in partnership with FIFA, Orlando City Soccer Club, the Orlando Magic, and over 60 LGBTQI+ community partners, using the power of sport to unite a global audience in a 10-year remembrance of the 49 innocent lives of the LGBTQI+ community who were taken during the Pulse tragedy by sharing a special moment during a match that will have a national/global impact through the platform of a FIFA World Cup 2026™.



# RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES

**Could the city provide more detail on which of the identified opportunities are going to create a positive legacy beyond 2026? Also, are there any tournament specific measures being developed or considered to contribute to the opportunities that have been identified? Is there any additional information the city could provide on the role of stakeholders in helping devise and deliver these opportunities?**

## Migrants Rights:

- **Positive Legacy Opportunity Beyond 2026:** Orlando is committed to developing the most comprehensive immigration reform program in the country, helping to put an end to the horrific devastation migrant families experience from separation and deportation. In partnership with FIFA and our local immigration partners, we hope to use the platform of the FIFA World Cup™ to advocate for the safety and support of over 100,000 migrant people in Central Florida.
- ***New Tournament Specific Measures:*** In partnership with the City of Orlando's Multicultural Affairs Division, we will develop an Immigration Affairs Task Force to help protect and advance immigrant rights in the city and surrounding areas. The task force will partner with federal, state, and local leaders including local foreign embassy and consulate partners, to streamline communications addressing fair expulsion protocols, refugee asylum systems, and support services for families and children.

## Safety and Security:

- **Positive Legacy Opportunity Beyond 2026:** Orlando is one of the safest communities for children and families and we believe that sport can help enhance our efforts. We already have long-standing commitments from Orlando City Soccer Club to grow children outreach programs at local community centers. For visitors and fans, the Orlando Police department and Orange County Sheriff's Office have committed to working together to ensure fans are protected, valued, and respected in Orlando.
- **New Tournament-Specific Measures:** We will grow and expand Orlando's efforts across more neighboring counties, and ultimately promote safety and inspire protection of social justice processes and policies.



# RISK ASSESSMENT, MITIGATION MEASURES AND IMPLEMENTATION OF OPPORTUNITIES

**Could the city provide more detail on which of the identified opportunities are going to create a positive legacy beyond 2026? Also, are there any tournament specific measures being developed or considered to contribute to the opportunities that have been identified? Is there any additional information the city could provide on the role of stakeholders in helping devise and deliver these opportunities?**

## Worker's Rights:

- **Positive Legacy Opportunity Beyond 2026:** Orlando would look to partner with FIFA to be an international blueprint for municipalities worldwide that highlights fair labor and inclusive supplier diversity best practices to help close the racial wealth gap for minority businesses and vulnerable workers through equitable access to awarded contracts and job opportunities.
- **New Tournament Specific Measures:** In partnership with FIFA, Orlando will work to develop equity and inclusion goals with record spending targets with minority and women-owned business enterprises and hiring. In addition to ensuring fair wages, safe work, and equitable opportunities for disadvantaged workers, we will grow Orlando's youth employment and entrepreneurship programs through professional training and development.

## Housing Rights:

- **Positive Legacy Opportunity Beyond 2026:** Through the collective efforts of our housing rights stakeholders, Orlando's legacy opportunity beyond 2026 is to end chronic homelessness and access to affordable housing.
- **New Tournament-Specific Measure:** In partnership with FIFA, Orlando will work with local experts and partners to develop a training and awareness program to ensure all those involved with organizing the tournament are aware of housing rights issues and policies and empower them to report violations or problem-solve with local officials to further mitigate risks.





## COMPLAINTS AND REMEDY

**Could the city clarify whether there would be a role for external stakeholders to be involved in the raising or investigation of complaints related to the tournament? If so, what would this be?**

Yes, Orlando plans to directly involve external stakeholders including community organizations, workers, government, and community residents in the raising or investigation of complaints related to the tournament. Many of these were detailed by category through the report. These will include task force working groups and review boards that are inclusive of citizens and workers. Specific examples include:

- **The Civil Rights Review Board.** The Civil Rights Board consists of diverse members of our local community. The purpose of this board is to advocate for the citizens of Orlando in the areas of human and civil rights, with a primary focus on equal rights and equal opportunities in employment, housing, and public accommodations. It may conduct mediation and/or conciliation conferences and community forums and assist in investigating discriminatory practices.
- **Citizen's Police Review Board.** Orlando will have an independent, citizen-run oversight committee of the Orlando Police Department (OPD) Internal Affairs to ensure all residents have a voice in the community. The nine-member Board advises the Police Chief on Departmental policies pertaining to use of force and police conduct toward citizens.
- **Immigration Affairs Task Force.** In partnership with the City of Orlando's Multicultural Affairs Division, we will develop an Immigration Affairs Task Force to help protect and advance immigrant rights in the city and surrounding areas. The task force will partner with federal, state, and local leaders including local foreign embassy and consulate partners, to streamline communications addressing fair expulsion protocols, refugee asylum systems, and support services for families and children.



# COMPLAINTS AND REMEDY

## Are there, or are there anticipated to be any special measures in place to support vulnerable groups raising complaints or receiving remedy?

- All vulnerable groups will be afforded the opportunity to report and seek remedy for all human-rights related issues concerns including discrimination or unfair treatment through safe, accessible mechanisms in all risk areas. Our approach will be in alignment with the United Nations Universal Declaration of Human Rights which is the foundation of international human rights law and our guiding principles to ensure fundamental rights for all.
- Any individual that feels that they have been discriminated against in the area of public accommodations, housing or employment will be able to contact a regional hotline to speak to a staff member who will receive a complaint and be granted access to justice and fair remedies.
- As mentioned in the report, Orlando also has hundreds of workers and volunteers including law enforcement, healthcare workers, and community members at-large that are trained and ready to respond, report, and remedy all adverse impacts that may cause harm to underrepresented groups.
- If workers or visiting fans experience any form of unlawful discriminatory practice, they may file a written complaint to our Chapter 57 Review Board or City of Orlando Human Relations Office, who will immediately accept, investigate, and resolve complaints of discrimination through clear methods of mediation and conciliation.
- Through a coordinated partnership with the Florida Department of Children and Families and the National Human Trafficking Hotline, Orlando has two 24/7 hotlines for visitors and attendees to report suspected and/or verified trafficking for minors and adults. The local hotlines will be available 24/7 and staffed with customer service representatives to record violations and distribute to the appropriate authorities for investigation.
- Orlando's sophisticated venues teams will also create special reporting and response mechanisms in place at all facilities hosting FIFA World Cup 2026™ event activities. Our customer service kiosks and information centers will be located throughout the facilities to allow fans to file reports or seek immediate attention to address all forms of discrimination.
- As indicated in the report, GO26 has already established a special partnership with the United Way of Central Florida to use a 211 hotline as the single, centralized mechanism that fans and other visitors can use to report issues during the 2026 FIFA World Cup™. The system will be staffed with nationally accredited and trained specialists in human traffic domestic violence, homelessness, and other human rights issues outlined in our report. For any cases involving life-threatening situations, fans and residents will also be able to utilize Orlando's Universal Emergency Number "9-1-1" to request fast and easy access to emergency assistance.



# COMPLAINTS AND REMEDY

**Would the city be prepared to consider a commitment to providing remedy for all adverse impacts caused by or contributed to by the organising and delivery of the tournament?**

Yes, Orlando is prepared to commit to providing remedy for all adverse impacts caused by organizing and delivering the tournament. Orlando is prepared and is in the best position to work collaboratively across government, private, and public sectors to protect and advance human rights in Orlando.





# Support Letters



June 30, 2021

Gianni Infantino,  
President, Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is our pleasure to support Greater Orlando's efforts to become a Host City for the 2026 FIFA World Cup™. Our region recognizes the importance of human rights, and we are committed to make this a positive experience. As we welcome soccer fans from around the globe, Orlando, known as "A City for Everyone," will serve as the perfect backdrop for the world's greatest sporting event.

Orlando has been a leader in Florida and throughout the nation in establishing local programs, ordinances, and laws that protect and uplift vulnerable and marginalized communities. We are a community that embraces inclusion and diversity for all residents, which are the hallmarks of a compassionate and caring society. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change. We share FIFA's commitment to leverage the event to advance social issues and spotlight the importance of human rights.

With over 30 government representatives from the City of Orlando and Orange County serving on the GO26 Human Rights Committee, along with 30 community experts in human rights, we can assure you that every necessary resource is at your disposal. It is our commitment that the 2026 FIFA World Cup™ matches staged in Orlando will be inclusive and welcoming to all residents and guests.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to "The City Beautiful," a city and county that are proud of our diverse, multicultural, and inclusive community and have a passion for the game of soccer.

Sincerely,

Buddy Dyer  
Orlando Mayor

Jerry L. Demings  
Orange County Mayor



**GREATER ORLANDO**  
HOST CITY CANDIDATE



June 30, 2021

Gianni Infantino  
President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

Our company Andy Frain Services, Inc. has been a vendor to the City Of Orlando and a member of the greater Orlando community for decades. It is with our total support and commitment that our Company & it's over 14,000 employees of Andy Frain Services, Inc. shares the Greater Orlando Community's efforts to become a Host City for the 2026 FIFA World Cup™.

The City of Orlando's reputation as "A City for Everyone," embraces their commitment of inclusion. The City of Orlando would serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe. Our Company's Mission Statement mirrors the City of Orlando's values. "Our goal to exceed customer expectations is driven by the belief in the dignity of work and respect for the individual."

Inclusion and compassion are important to the Orlando way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

After the 1994 FIFA World Cup™ matches, the United Nations referenced Orlando as "a role model for hosting the FIFA World Cup™," and the community continues to set standards by successfully hosting Olympic Soccer matches, Copa America Centenario, Concacaf Champions League, USMNT and USWNT matches and multiple MLS All-Star Games.

Our commitment and that of the community at large, pledges our assurance that we will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. In that spirit, Andy Frain Services will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™.

David H. Clayton, President / CEO  
ANDY FRAIN SERVICES, Inc.  
536 N Westmoreland Dr  
Orlando FL 32805



May 26, 2021

Gianni Infantino  
President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that the Center for Multicultural Wellness and Prevention Inc. shares your steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

Inclusion and compassion are important to our way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability, or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

After the 1994 FIFA World Cup™ matches, the United Nations referenced Orlando as "a role model for hosting the FIFA World Cup™," and the community continues to set standards by successfully hosting Olympic Soccer matches, Copa America Centenario, Concacaf Champions League, USMNT and USWNT matches and multiple MLS All-Star Games.

We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans, and officials in attendance. To that end, the Center for Multicultural Wellness and Prevention Inc. will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to "The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.

With kind regards,

Marie-José François, MD, MPH, CHES  
President/CEO

1685 Lee Road, suite 200. Winter Park, Florida 32789

Phone: 407.648.9440

Fax: 407.648.8879



GREATER ORLANDO  
HOST CITY CANDIDATE

Adam A. Haba, Esq.  
Founder, Sr Partner



Maria E. Bryant, Esq.  
Partner

Lisa D. Haba, Esq.  
Partner

June 16, 2021

Gianni Infantino  
President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that the Haba Law Firm shares our steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

Inclusion and compassion are important to our way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

After the 1994 FIFA World Cup™ matches, the United Nations referenced Orlando as "a role model for hosting the FIFA World Cup™," and the community continues to set standards by successfully hosting Olympic Soccer matches, Copa America Centenario, Concacaf Champions League, USMNT and USWNT matches and multiple MLS All-Star Games.

We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, The Haba Law Firm will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to *"The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.*

With kind regards,

Lisa D Haba



4116 Silver Star Road • Orlando, FL 32808  
Phone: (407) 648-4567 • [habitorlandoosceola.org](http://habitorlandoosceola.org)

WE BUILD STRENGTH, STABILITY AND SELF-RELIANCE THROUGH SHELTER

June 30, 2021

Gianni Infantino, President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino,

It is with great pleasure that I tell you that Habitat for Humanity Greater Orlando & Osceola County shares a steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

Inclusion and compassion are important to our way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973, and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

After the 1994 FIFA World Cup™ matches, the United Nations referenced Orlando as "a role model for hosting the FIFA World Cup™," and the community continues to set standards by successfully hosting Olympic Soccer matches, Copa America Centenario, Concacaf Champions League, USMNT and USWNT matches and multiple MLS All-Star Games.

We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, Habitat for Humanity Greater Orlando & Osceola County will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to *"The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.*

With kind regards,

Catherine Steck McManus  
President & CEO



GREATER ORLANDO  
HOST CITY CANDIDATE



142 East Jackson Street, Orlando, FL 32801  
 Phone: 407-893-0133  
 Fax: 407-893-5299  
 www.hsnctf.org

June 30, 2021

Gianni Infantino  
 President  
 Fédération Internationale de Football Association (FIFA)  
 FIFA-Strasse 20,  
 P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that Homeless Services Network of Central Florida shares our steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

Inclusion and compassion are important to our way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

After the 1994 FIFA World Cup™ matches, the United Nations referenced Orlando as "a role model for hosting the FIFA World Cup™," and the community continues to set standards by successfully hosting Olympic Soccer matches, Copa America Centenario, Concacaf Champions League, USMNT and USWNT matches and multiple MLS All-Star Games.

We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, (Name of Organization) will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to **"The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.**

With kind regards,

  
 Martha Are  
 CEO



June 30, 2021

Gianni Infantino  
 President  
 Fédération Internationale de Football Association (FIFA)  
 FIFA-Strasse 20,  
 P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that the Institute for Sport and Social Justice shares our steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

Inclusion and compassion are important to our way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

After the 1994 FIFA World Cup™ matches, the United Nations referenced Orlando as "a role model for hosting the FIFA World Cup™," and the community continues to set standards by successfully hosting Olympic Soccer matches, Copa America Centenario, Concacaf Champions League, USMNT and USWNT matches and multiple MLS All-Star Games.

We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, the Institute will continue to be an active participant in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to **"The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.**

With kind regards,

  
 Delise S. O'Meally  
 CEO



**GREATER ORLANDO**  
 HOST CITY CANDIDATE



May 27, 2021

Gianni Infantino  
President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino,

It is with great pleasure that LGBT+ Center Orlando, Inc. (The Center) shares our support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the world.

The mission of The Center is to promote and empower the LGBT community and its allies through education, information, advocacy, and support. I am proud to live in Orlando, a city known for diversity, inclusion, and equity for ALL. It is a way of life in our city. The City of Orlando has a long history of nondiscrimination, being one of the first in Florida to recognize civil unions/domestic partnerships through a registry, long before marriage equality became law. In 2019, I was appointed to Mayor Dyer's Multicultural Board. I am proud to be a representative for our gay, bisexual, lesbian and transgender brothers and sisters. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond. I cannot think of a more deserving and welcoming place to hold FIFA World Cup™.

We can assure you that our community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans, and officials in attendance. The Center will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to "The City Beautiful".

With kind regards,

Dr. George A. Wallace,  
Executive Director  
The Center



MAKING WAVES,  
BATTLING HUMAN  
TRAFFICKING

P.O. BOX 1083  
Apopka, FL 32704  
407.310.8905  
info@thelifeboatproject.org

June 30, 2021

Gianni Infantino  
President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that The Lifeboat Project, Inc. extends our support towards Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, mainly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as a wonderful setting for the world's greatest sporting event as we prepare to host and welcome soccer fans from around the world.

The Lifeboat Project, Inc. is proud to be among many efforts and alliances seeking the chance to showcase its preparedness towards hosting guests from all cultures with this bid. The Lifeboat Project, Inc. has been working very closely with The Greater Orlando Aviation Authority towards safety and awareness within the transportation sector of Orlando International Airport on the issue of human trafficking. Trainings paralleled with policies and procedures have been accepted across the entire sector by all parties towards the common goal of making Orlando the safest place it can be for future tourism and guests. Adherence to inclusive community structure places our progressive nature as the lead host city. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

We can attest that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, The Lifeboat Project, Inc. will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to "The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.

With kind regards,

Jill Bolander Cohen  
CEO & Founder  
The Lifeboat Project, Inc.



GREATER ORLANDO  
HOST CITY CANDIDATE



Gianni Infantino  
 President  
 Fédération Internationale de Football Association (FIFA)  
 FIFA-Strasse 20,  
 P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

My name is Scott Bowman, and I am the Chief Communications and Government Relations Officer for onePULSE Foundation in Orlando, Florida.

onePULSE Foundation is the official 501(c)(3) nonprofit incorporated to manage the design and construction of the permanent national memorial and museum dedicated to the PULSE tragedy.

onePULSE's mission is to create and support a memorial that opens hearts, a museum that opens minds, educational programs that open eyes and legacy scholarships that open doors. Its vision is to establish a sanctuary of healing and a beacon of hope by memorializing the lives taken, the lives saved, and all the lives affected by the Pulse nightclub tragedy of June 12, 2016 – ensuring Pulse's legacy of love lives on forever.

As a member of the Human Rights Committee, I am certain that we have a huge opportunity to continue this legacy of love on a global scale as 2026 will mark the 10-Year Remembrance of the Pulse tragedy, which is a significant milestone. As you may be aware, the global response focused on Orlando since the tragedy has been and continues to be strong.

I am proud of the consistent commitment that our local elected and appointed officials have made to create an inclusive culture in both the City of Orlando and Orange County and know that we will see continuous improvements in this area as we approach 2026. Orlando is the most visited destination in the United States and the focus has always been to make sure that everyone who lives here, and visits here feels accepted and welcomed.

We embrace the opportunity to develop a comprehensive diversity and inclusion training program for host venue staff, vendors, volunteers, transportation and hospitality partners. We want to ensure that every single person who has a touch-point opportunity will be well-versed and well-trained to make the experience a legendary one.

Much like our education programs at the foundation, we know that our training will teach on the power of transformative thinking, love and acceptance, while focusing on the importance of encouraging prosocial conversations that promote acceptance and inclusion. To put it quite simply, we will focus on how we are more alike than different.

Orlando has embraced our core value of "We Will Not Let Hate Win" and just four months ago we launched a global campaign of OUTLOVE HATE with Ricky Martin. We want the world to know that Orlando and Orange County have been and will continue to be safe spaces where everyone feels welcomed and at home.

Thank you for this incredible opportunity.

Scott Bowman  
 Chief Communications & Government Relations Office



400 West Church Street Orlando Florida 32801 [www.orlandomagic.com](http://www.orlandomagic.com)

June 30, 2021

Gianni Infantino  
 President  
 Fédération Internationale de Football Association (FIFA)  
 FIFA-Strasse 20,  
 P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that the Orlando Magic shares its steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

Inclusion and compassion are important to our way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

After the 1994 FIFA World Cup™ matches, the United Nations referenced Orlando as "a role model for hosting the FIFA World Cup™," and the community continues to set standards by successfully hosting Olympic Soccer matches, Copa America Centenario, Concacaf Champions League, USMNT and USWNT matches and multiple MLS All-Star Games.

We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, the Orlando Magic will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to **"The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.**

With kind regards,

Alex Martins  
 Chief Executive Officer  
 Orlando Magic



**GREATER ORLANDO**  
 HOST CITY CANDIDATE



June 30, 2021

Gianni Infantino  
President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that REEF Technology shares our steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

Inclusion and compassion are important to our way of life. The City of Orlando has a long history of advancing policies and initiatives that embrace diversity and is committed to the equality of its residents and visitors. The city's non-discrimination ordinance dates back to 1973 and all city services to the public, and employment-related policies, are administered without regard to race, sex, color, age, national origin, religion, sexual orientation, gender identity, disability or marital status. We recognize the positive steps that FIFA has taken to ensure the FIFA World Cup™ will be used as a positive force for change and Orlando looks forward to working with FIFA to set new standards in our community and beyond.

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We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, REEF Technology will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to **"The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.**

With kind regards,

Justin L. Kinsey  
Region Vice President

June 30, 2021

Gianni Infantino  
President  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20,  
P.O. Box 8044 Zurich, Switzerland

Dear Mr. Infantino:

It is with great pleasure that United Abolitionists, Inc. shares our steadfast support of Greater Orlando's effort to become a Host City for the 2026 FIFA World Cup™, particularly as our region recognizes the importance of human rights in hosting an event of this magnitude. Known as "A City for Everyone," the City of Orlando will serve as the perfect backdrop for the world's greatest sporting event as we prepare to welcome soccer fans from around the globe.

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We can assure you that our entire community will provide every necessary resource at our disposal to create a truly memorable experience and lasting, positive legacy for the teams, fans and officials in attendance. To that end, United Abolitionists, Inc. will continue to be active participants in the GO26 Human Rights Committee to ensure that 2026 FIFA World Cup™ matches staged in Orlando are the most inclusive and welcoming to all.

Thank you once again for considering Orlando as a Host City for the 2026 FIFA World Cup™. We look forward to welcoming this world-class event back to **"The City Beautiful" – a city that is proud of our diverse, multicultural, inclusive community that loves the beautiful game.**

Sincerely,

Tomas J. Lares  
President/Founder, United Abolitionists, Inc.

**UNITED ABOLITIONISTS**  
STOP HUMAN TRAFFICKING

PO Box 536832  
Orlando, FL 32853  
407-495-5846  
www.stophumantrafficking.com

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**GREATER ORLANDO**  
HOST CITY CANDIDATE