



# NY/NJ HUMAN RIGHTS REPORT

**FIFA SUBMISSION**

**SUBMITTED: JUNE 2021**

**UPDATED: DECEMBER 2021**

WELCOME,  
WORLD.

**FIFA World Cup 2026 candidate host city human rights stakeholder engagement report:**  
**Safety and Security**

<b>Name of the candidate host city</b>	New York City / New Jersey
Name of the unit or individual responsible for the delivery of the report	Bruce Revman, Managing Director, NYC & Company Office of the Governor, State of New Jersey: Authorities and Policy Units

**I. Description of stakeholder engagement process**

- 1 Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:
- the format of the engagement (e.g., bilateral meetings or calls, workshops, webinars)
  - the entity that led/moderated the engagement
  - a list of the names of the participating organizations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise
  - a brief description of the topics discussed and relevant outcomes

**NJ Department of Children and Families**

NJDCF will model the engagement efforts it implemented when it hosted the Super Bowl at MetLife Stadium in 2014. NJDCF will work closely with the FBI, the NJ Office of the Attorney General, and the NJ Human Trafficking Commission along with local, county, and state law enforcement agencies and not-for-profit organizations such as Polaris and Dream Free to support and implement training and educational opportunities throughout the Interstate 95 corridor and the Port Authority. A general public awareness campaign combined with training for employees of the Port Authority, hotels, and motels in the region to recognize victims human trafficking is key to identifying children, youth, and adults needing support and services. Training will also be made available to all staff of MetLife Stadium to recognize the signs of human trafficking, domestic violence, and sexual assault.

NJDCF will coordinate on the ground efforts with the FBI and NJ State Police to assist with the care and placement of underage youth who are suspected to be victims of human trafficking. NJDCF will work with contracted community-based organizations to assist with the placement and care management for identified youth.

**NYC Administration for Children's Services**

The NYC Administration for Children's Services (NYCACS) protects and promotes safety and well-being of NYC's children and families by providing child welfare, juvenile justice, and early care and education services. The list below reflects stakeholder meetings in NYC pertaining to child trafficking in which NYCACS, the City's public child welfare agency, participates. These are regular meetings that took place between July 2020 and January 2021 and are ongoing. The purpose of these meetings is to share information among stakeholders regarding trafficking prevention and intervention strategies, resources, training, conference development, trafficking prosecution case updates and data sharing. Some meetings are venues for cooperative projects. With outreach to the various hosts of these meetings, these meetings could be leveraged moving forward to plan anti-trafficking strategies specific to the World Cup.

- Brooklyn Human Trafficking Task Force: Bi-monthly (every other month) virtual meetings hosted by The Brooklyn District Attorney and Safe Horizon
- Bronx Human Trafficking Task Force: Monthly virtual meetings hosted by Bronx Care Medical Center
- Staten Island Human Trafficking Task Force: Monthly virtual meeting hosted by the Staten Island District Attorney
- New York State Anti-Trafficking Coalition: Monthly virtual meeting hosted by Sanctuary for Families
- NYC Task Force to End Girls' Incarceration (as scheduled, hosted by the Vera Institute for Justice)
- World Childhood Foundation USA Advisory Council (Quarterly, hosted by the World Childhood Foundation)
- END GBV's City Agency Human Trafficking Work Group. (Monthly, hosted by the Mayor's Office to End Domestic and Gender Based Violence (END GBV))

In addition, there are many outreach programs throughout NYC for vulnerable youth, including The Door and Covenant House that should be part of future planning processes.

**NYC Police Department**

The largest and one of the oldest municipal police departments in the United States with approximately 36,000 officers and 19,000 civilian employees.



#### **Port Authority of NY and NJ**

In response to the death of George Floyd, Port Authority initiated several listening sessions to provide its employees with a venue to express their thoughts on racial injustice and other related concerns. As a result of these sessions, an executive leadership committee and several working groups comprised of agency volunteers were formed and tasked to research overarching racial inequality issues raised during these sessions to include policing, human resources, agency transparency, employee and police training, and cultural awareness. The working groups met on a weekly basis to formulate recommendations to strengthen and improve race relations within the agency. They also contacted agencies and similar public entities across the nation to compile cultural diversity and inclusion best practices. Working group members were responsible for presenting reports of their findings and best practices to the Executive Steering Committee. The Executive Steering committee and the Port Authority Executive Director have already implemented several recommendations - to include enhanced police and employee anti-racism and cultural diversity training, a cultural diversity library and career development initiatives. On a monthly basis, a formal report is provided to the Port Authority Board of Commissioners that highlights new programs and the status of initiatives.

## **II. Description of identified risks and opportunities**

- 2 Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:
- A description of the area of risk (e.g., what may adverse impacts on people look like; who may be adversely impacted; what is the severity of the potential adverse impact; what activities may cause such adverse impacts and how are they linked to the tournament hosting; how likely is it that adverse impacts will occur in the absence of additional prevention and mitigation measures)
  - A description of existing regulations, systems, and programs the host city has in place to address the risk (e.g., enforcement of legislation and policies; capacity building programs; collaborative programs with community groups)

#### **NJ Department of Children and Families**

Potential human rights-related risk areas include the risks of human trafficking and sexual violence. Children, youth, and young adults will be at increased risk.

NJDCF oversees the Division of Child Protection and Permanency (DCPP), the Children's System of Care (CSOC) and the Division on Women (DOW). Each would be readily available to assist with the needs of the populations exposed to increased risk. The Division of Child Protection and Permanency would be available 24 hours a day to assist with any type of child protection issue and work with authorities to assist with the care and placement of underage youth. The Division on Women has access to the statewide network of domestic violence and sexual violence providers that could connect children, youth, and adults to shelter and services.

Local community-based organizations would also be available to assist the Department in efforts such as the Sanar Institute, The National Human Trafficking Hotline, and Dream Free.

#### **NJ Office of the Attorney General**

During the planning stages of a large-scale event the New Jersey State Police (NJSP) seeks out engagement with the community which the event may impact. The NJSP communicates with community leaders to inform them of the event and the impact it will have on them and the surrounding area. Public information campaigns encouraging members of the public to report suspicious activity ("See something, say something), as well as other tips and indicators will be widely communicated via numerous outlets, including social media advising both the surrounding regions as well as those attending on how they can do their part and stay safe.

The NJSP Public Information Office often utilizes social media platforms to communicate messages to the community and to solicit any information/ideas which would aid in accomplishing the NJSP's safety mission. This in turn gives members of the public a shared sense of purpose in the overall success of the event. The NJSP has been responsible for the security of numerous large-scale events, including the NFL's Super Bowl, which has increased its experience and expertise to develop robust plans to ensure a safe event.

#### **NJ State Police**

Specific to the NJSP, State Troopers must follow Standard Operating Procedures (SOP) regardless of assignment. These SOPs explicitly prohibit any type of racial, ethnic, or political bias when interacting with the public, therefore ensuring that the rights of any fan/citizen will not be infringed upon. NJSP Troopers are trained



annually on federally mandated Mobile Field Force Command and Tactics in order to effectively respond to any mass gathering or protest incident.

More broadly, through the New Jersey Attorney General, who is the State's chief law enforcement officer, NJ has announced sweeping new rules designed to limit when the state's 38,000 law enforcement officers use force against civilians. These policies reflect an entirely new framework for police interactions with civilians – one which calls upon officers to protect the life, liberty, and dignity of residents in every encounter.

Through the Attorney General's Office, law enforcement officers across NJ are required to participate in cultural diversity training through the Community-Law Enforcement Affirmative Relations (CLEAR) continuing education institute. Through CLEAR, officers are provided with trainings focused on more effectively interacting with members of diverse communities served by law enforcement and educating police about specific cultures and people with special needs. Examples of recent CLEAR trainings were performed within the Sikh, Muslim, Black, Asian, Orthodox Jewish, and LGBTQ communities.

In addition, in 2018, all law enforcement officers were required to take a three-hour course entitled Cultural Diversity, De-Escalation, and Bias Reporting. Included in this course was training concerning implicit bias.

Further, in 2019, the Attorney General issued a directive to all law enforcement entities governing interactions with transgender individuals, and all officers were required to complete a training on interactions with transgender individuals.

### **NYPD**

There are three main challenges when hosting a mega sporting event: 1) Ensuring that all fans, visitors to the City and its residents are kept safe; 2) Protecting children from risks of sexual trafficking; and 3) Ensuring that the rights of all visitors and residents are respected, and that no one is subject to discrimination.

### **Ensuring Safety: Existing Regulations, Procedures and Rules of Engagement**

As the largest police department in the United States, the New York City Police Department (NYPD) is uniquely qualified to police a mega-sporting event. Over sixty-six million people travelled to NYC in 2019, making NYC the most visited location in the United States. As the most experienced, trained, effective, and technologically advanced municipal law enforcement agency in the United States, the NYPD provides safety and peace of mind to millions of residents, workers, and visitors of NYC – 24 hours/day, seven days a week.

One million people gather in Times Square every New Year's Eve to watch the Ball Drop. The National Puerto Rican Day Parade, Pride March and the St. Patrick's Day Parade all estimate over two million attendants. Over 700,000 people flock to the Billie Jean King National Tennis Center for the US Open, and over two and a half million spectators watch runners flood the streets as they participate in the NYC Marathon. At all these events and countless other stadium openings, performances and festivities, the NYPD supports the safety and security of the hosts, attendants, spectators, and members of the community.

The NYPD polices thousands of protests, marches, and demonstrations of varying sizes every year; hundreds of thousands of people gather every year for the Women's March and the Climate Marches, over one million students participated in a climate walk out protest in 2019, and demonstrators assemble every day to protest and bring awareness to a diverse assortment of causes across the political spectrum. The vast majority of these events occur without incident and conclude without any enforcement action being taken.

Keeping millions of people safe is a monumental responsibility, but the NYPD is up to the task. There is no "one size fits all" solution to policing major events. Using its extensive resources and law enforcement network, the NYPD can specifically tailor a public safety approach to meet the unique security needs of the event while simultaneously ensuring Constitutional rights, including freedom of speech and assembly, are respected.

NYC has been a preferred venue for major events for decades, and the NYPD has developed longstanding organizational relationships that support a collaborative approach to major event security planning, venue and motorcade security, communications, credentialing, and training. When a major event is planned, the NYPD works with the organizers, law enforcement partners, city agencies and community stakeholders to develop a comprehensive, multi-faceted interagency safety and security strategy that fits the particular needs of the event.

For example, in 2015 the NYPD faced a security challenge unprecedented in US history. The NYPD simultaneously aided in the security efforts of Pope Francis' NYC visit to United Nations (UN) General Assembly, an annual gathering of nearly 90 percent of the world's leaders to deliver recommendations on many



international issues; the 14th anniversary of 9/11 memorial events; the Global Citizen Festival in Central Park headlined by Beyonce, Pearl Jam, Coldplay, and Ed Sheeran; and various sporting events taking place in NYC.

The NYPD worked in collaboration with the Department of Homeland Security, the Secret Service, the Federal Bureau of Investigation, private security organizations, other law enforcement associates, and many city agencies to ensure the safety and security of NYC. Various agencies including the NYPD, the FBI, and the Secret Service ran “table top exercises” – mock drills to prepare for a number of emergencies that could occur during the Pope’s visit to the city, when security resources are suspected to be stretched thin. Among the situations drilled were a building collapse, an active shooter, bombings at various buildings, and a power outage at a hospital. An interoperable command structure was developed to prevent confusion during the events.

Additional support was deployed, and more than 6,000 NYPD officers were assigned to specifically secure the papal visit and UN General Assembly. NYPD helicopters monitored the Pope’s route from the sky, while the NYPD Harbor Unit used boats to patrol and secure the many city waterways. More than 200 motorcades and police escorts were provided for the foreign dignitaries, including the pope. Miles of barriers and blockades were constructed to protect the Pope and those who gathered for his welcome parade.

When policing an event of any size, where participants engage in constitutionally protected activity, law enforcement action is only taken if a participant is observed committing a criminal act or summonable offense. The NYPD will not investigate or take enforcement action against anyone for merely exercising their Constitutional rights.

#### **NYC Safety & Security Measures**

The NYPD has a wealth of experience collaborating with law enforcement partners and other NYC agencies to provide a uniquely tailored approach to public safety, ensuring everyone in NYC can safely enjoy all the city has to offer. The Office of Collaborative Policing fosters shared responsibility for public safety through productive partnerships with individuals, government agencies, and community-based organizations.

The NYPD Intelligence and Counterterrorism Bureaus work to discover and counter potential terror threats in NYC, particularly at high-profile, high-risk major events. These activities include investigations into potential terrorist activity, the collection of detailed intelligence, and the development of complex and effective strategies, prior to a potential terrorist attack. Members of the NYPD Intelligence and Counterterrorism Bureaus provide some of the most highly trained and best equipped officers to patrol the city, collect and analyze data, and collaborate with partner agencies. Overseen by the Office of the Deputy Commissioner, Intelligence and Counterterrorism, these bureaus work closely together, coordinating and sharing information in order to keep all of NYC safe.

The NYPD is the most technologically advanced police department in the nation and utilizes cutting-edge technology and equipment to ensure the safety of both its officers and the communities they protect. Among these technologies is the Domain Awareness System (DAS), a crime-fighting and counterterrorism tool, jointly developed by the NYPD and Microsoft. DAS utilizes the largest networks of cameras, license plate readers, and radiological sensors in the world to aid in the detection and prevention of terrorist attacks, enhance the quality of criminal investigations and the effectiveness of members of service. DAS allows officers to access critical information relevant to ongoing security and public safety efforts and boosts the collaborative nature of those efforts by employing the resources of the private sector and other city agencies. DAS is an important part of the NYPD’s integrated approach to providing protection for those who work in, live in, and visit NYC.

The NYPD issues different portable electronic devices to officers containing a number of applications. Among them is a mobile version of the DAS. The mobile application allows officers to easily access relevant 911 data, wanted posters, and alerts in the field. The NYPD employs ShotSpotter, a gunshot detection system. ShotSpotter uses acoustic sensors to quickly detect and alert NYPD personnel of confirmed gunfire incidents. The system reduces gunfire incident response times, provides valuable evidence for investigations and criminal prosecutions, and enhances both public and officer safety.

In addition to technology, the NYPD maintains a litany of traditional law enforcement resources such as K-9 units comprised of bomb-sniffing dogs capable of detecting explosives residue on individuals or on groups of hundreds of people, and undercover officers posing as event visitors to address property crimes common at large events such as pickpocketing, theft from vehicles and vandalism, as well as common civil disruptions like fighting, drunkenness, and disorderly conduct. Additionally, the NYPD can set up barricade and entry systems, enforce



street closures, collaborate on the selection of secure parade routes, and station thousands of officers and vehicle to support the safety and security of event attendants, officials, workers, and all members of the public.

#### **Protecting Children: NYC Administration for Children's Services**

The World Cup brings with it increased risk of sex trafficking. The Administration for Children's Services (ACS), NYC's child welfare agency, works to assist youth by providing a variety of safety related and supportive services for children from birth through age 21 and their families. There is always a risk for vulnerable youth in foster care being recruited for sex trafficking, either through false affection and promises, enticement by otherwise unaffordable items or money, or through aggressive tactics. Due to sex parties that are known to accompany large-scale sports events, there is a heightened risk for incredibly vulnerable youth who have left their foster care settings without consent to attend the sex parties, to be recruited into the life of exploitation by pimps and sometimes by peers, for undocumented youth being brought to NYC for the purpose of exploitation as well as the potential for kidnapping of vulnerable documented youth, all to fulfill predator demands for young children's bodies.

NYC has developed a cooperative effort to address trafficking through collaboration and information and resource sharing by public and community-based agencies. NYCACS, the Mayor's Office to Combat Domestic and Gender Based Violence (END GBV), the Police Department (NYPD), Department of Education (DOE), Law Department (NY Law), the District Attorney Offices for the five boroughs, and anti-trafficking service providers work for their specific clients, and also meet regularly through a series of task forces and work groups to strategize and develop City-focused solutions.

NYCACS has dedicated targeted resources to identifying, preventing, and mitigating child trafficking, through its Office of Child Trafficking Prevention and Policy (OCTPP), launched in 2015. OCTPP provides training for adults and youth (over 3,000 per year), provides anti-trafficking group work for youth, develops programs, manages grants, and administrates a large-scale public trafficking prevention campaign ("Children are NOT for Sale"). With additional resources, NYCACS' anti-trafficking trainings and resources could be expanded to provide training for FIFA staff, and for all hires affiliated with the event site, vendors, hotel staff, taxi, Uber and Lyft drivers, airport, and other transportation affiliated staff to develop awareness of child sex trafficking and who to contact.

NYCACS works with other dedicated stakeholders through facilitation or participation in the following meetings and events:

- ACS' Annual Human Trafficking Prevention Resource Fair
- ACS' 2021 Child Sex Trafficking Conference
- Bronx Human Trafficking Task Force
- Staten Island Human Trafficking Task Force
- Brooklyn Human Trafficking Task Force
- END GBV's City Agency Monthly Human Trafficking Work Group
- DOE's Human Trafficking Prevention Committee
- World Childhood Foundation's Childhood USA Advisory Committee

#### **Protecting Visitor's Rights and Preventing Discrimination**

The mass George Floyd protests were unprecedented in their size, scope, and scale and presented an extraordinary policing challenge to the NYPD. Following the protests, the New York City Department of Investigation (DOI), conducted a review of the NYPD response. Considering their duration, the DOI report found the NYC Floyd protests were largely peaceful and the actions of most police officers were appropriate. However, the report also found a number of errors and omissions the NYPD made in the response to the protests that likely escalated tensions between the police and the demonstrators and contributed to a negative public perception of the NYPD.

The DOI made 20 recommendations to the NYPD aimed at improving the policing of protests and improving community trust in law enforcement. In part, the recommendations included: Creating a new Protest Response Unit to lead the planning and strategy for responses to large protest; to collaborate with the Community Affairs Bureau on community engagement; and to coordinate with other divisions, borough commands and precincts on response; drafting a Patrol Guide policy specific to policing protests and protected First Amendment activity; several recommendations specifically directed at the use of specialized units and disorder control tactics;



	<p>recommendations to improve training on protest policing; and recommendations regarding the integrated involvement of Community Affairs in protest policing.</p> <p>The NYPD committed to implementing all 20 DOI recommendations. As of May 2021, the NYPD has made significant strides in implementing the most practical recommendations, which are already in effect in the field. Members of NYPD Community Affairs are designed as key liaisons in the field during protests. Specialized units are staged away from demonstrations to simultaneously reduce the potential for escalation and support safety efforts. Police barricades are configured so movement is not unreasonably restricted. The Patrol Guide section on Policing Special Events/Crowd Control has been updated. Feedback from community staff present at protests is incorporated into officer training and guidance. Additionally, the NYPD has completed new field trainings for approximately 10,000 officers. This ongoing training teaches officers how to safeguard the first amendment rights of protestors including appropriate crowd-control tactics and de-escalation techniques for large-scale incidents. A new training program called Constitutional Policing at Community Events will begin soon, consisting of additional recommendations provided by DOI, the City Law Department, and the NYPD's own internal review.</p> <p>Race, color, ethnicity, or national origin may not be used as a motivating factor for initiating police enforcement action. Should an officer initiate enforcement action against a person motivated even in part by a person's actual or perceived race, color, ethnicity, or national origin, the enforcement actions violate NYPD policy if it is not based on a specific and reliable suspect description that includes not only race, age and gender, but other identifying characteristics or information.</p> <p><b><u>Port Authority of NY and NJ</u></b></p> <p>Potential adverse risks could include policing/managing confrontational behavior of persons participating in large/mass gatherings. However, in response to the ongoing national dialogue surrounding racism and policing, the Port Authority Police Department revamped its current training curriculum to ensure topics critical to human rights were highlighted to include cultural diversity, ethical standards, de-escalation techniques and prohibited uses of force. Additionally, Port Authority civilian employees receive anti-racism training covering similar topics.</p>
3	<p>Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:</p> <ol style="list-style-type: none"> <li>A description of the area of opportunity (e.g., what could be achieved; how would it positively impact on people and the community)</li> <li>A description of how the hosting of games is linked to the opportunity (e.g., how can the event be used as a rallying point for such progress)</li> </ol>
	<p><b><u>NJ Department of Children and Families</u></b></p> <p>This opportunity would assist in strengthening overall public awareness related to human trafficking and domestic violence. The education and training provided to the staff of MetLife stadium, the Port Authority, Newark airport, etc. is knowledge that they will continue to use every day in their work, post World Cup.</p> <p>Communities would also become more aware and involved in areas such as human trafficking and sexual violence. There is also the potential that individuals take an active role in advocating for vulnerable populations and continuing to volunteer or raise awareness within their community and sphere of influence.</p> <p><b><u>NJ Department of Law and Public Safety</u></b></p> <p>Every large-scale event has a full contingent of law enforcement officers assigned to include both uniform and plain clothes Investigators both on-site as well as off-site intelligence centers. Through an established pre-event planning committee that includes event organizers, law enforcement will ensure that a seamless flow of safety and security training objectives and reporting methods are disseminated to allow for everyone involved to be able to quickly identify and report any crimes or security concerns properly.</p> <p>A public safety compound and or Emergency Operations Center or Public Safety Compound will be established to allow for this standardized reporting mechanism. This Center will allow for the timely flow of critical information and ensure its prompt dissemination. Like with the Super Bowl in 2014, the State Police will integrate training to all members and partners that addresses the above listed concerns as well as establishing an information sharing conduit with all NJ State Police partners to allow for greater detection and mitigation to include the aforementioned offenses.</p> <p><b><u>NYC Administration for Children's Services</u></b></p>



	<p>Hosting the games could accelerate NYC's progress in our work to combat human trafficking. Developing a safety-net through education and resource accessibility would positively impact upon the communities of NYC, especially those that have been correlated with continual incidents of human trafficking.</p> <p>Using the World Cup event as a launching point, NYC's anti-trafficking profile could increase substantially. NYC agencies could work with FIFA to develop a City-wide public service campaign focusing on the vulnerability of children and adults to traffickers during the World Cup. The campaign could identify how traffickers take advantage of potential victims, how traffickers can look like anybody, and provide information on what to do if targeted by a trafficker and where to seek help.</p> <p><b><u>Port Authority of NY and NJ</u></b></p> <p>The Port Authority is committed to ensuring our police department and employees are respectful of all human rights. It is our mission to provide world-class facilities and service to our customers and the traveling public. The Port Authority is constantly benchmarking its policies and programs against other agencies – both nationally and internationally – to ensure we are aligning with global best practices. If MetLife Stadium is selected for the tournament, the Port Authority can share its human rights best practices, training materials and resources with external stakeholders in advance of the tournament.</p>
4	<p><b>III. Description of planned measures to address risks and capitalize on opportunities</b></p> <ul style="list-style-type: none"> <li>a) The specific measures planned by the host city (e.g., new regulations, mechanisms, or programs.</li> <li>b) Concrete milestones and related time frames for the planned measures</li> <li>c) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures including, for example, the type of involvement, the frequency of meetings, provisions to ensure accessibility for disabled people and people with limited mobility.</li> </ul> <p><b><u>NJ Department of Children and Families</u></b></p> <p>NJDCF's Division of Child Protection &amp; Permanency (DCPP) will be available 24/7 along with the FBI and New Jersey State Police regarding any youth identified to have been harmed or at increased risk of harm due to human trafficking, kidnapping, and/or sexual violence. NJ-DCF will also work closely with the NJ Attorney General's Office and Prosecutors Office and local law enforcement to ensure all are aware and knowledgeable about human trafficking and sexual violence and the increased risk due to the tournament as well as DCPP's availability to intervene 24 hours a day. Regional meetings will be held regularly. DCPP will work with community-based organizations, who specialize in human trafficking, domestic, and sexual violence to provide care management services and safe harboring.</p> <p>NJDCF will ensure training (in-person or via webinar) is provided to local law enforcement, local community-based organizations, MetLife, and other venue employees, etc. and that awareness flyers addressing human trafficking and sexual violence are widely distributed to business owners, local agencies, venues, and local communities such as hotels/motels employees along the Interstate 95 corridor.</p> <p><b><u>NJ Department of Law and Public Safety</u></b></p> <p>The NJSP follow the Incident Command System to manage any large-scale event. The pre-event planning concludes with the production of an Incident Action Plan (IAP). This IAP encompasses and delineates all of the resources and assignments including, but not limited to, police (state, federal, county, and local level), fire, emergency management services (EMS), private security and any other assets utilized to ensure the safety and security of the event. The NJSP is the lead authority and self-contained to provide all personnel and resources to sufficiently cover a response on the property. When necessary, for large scale events, the NJSP will coordinate resources for all levels of government and with its partners in NYC where necessary.</p> <p>Over an extensive preoperational planning period leading up to an event of this magnitude, perceived vulnerabilities are identified and mitigated through meticulous actionable intelligence gathering and resource allocations, ranging from law enforcement to public utilities all with the goal of providing a safe environment for the fans, player, officials, and any others attending the event as well as the surrounding communities.</p> <p>Also, a priority for NJ is ensuring sufficient emergency personnel at games and events and that they are equipped to interact with and meet the needs of people with disabilities. NJ, working with MetLife Stadium, will ensure sufficient security, EMS, and guest services, which are employees of MetLife or subcontracted emergency medical personnel. This includes firefighters, doctors, nurses, paramedics, and emergency medical technicians with appropriate equipment. Additionally, the entire property is covered at all times by fire and EMS. Full integration and coordination are done using the Incident Command System model. For example, stadium security and NJSP would respond to calls for service to include medical issues including patrons with disabilities and conduct an</p>



	<p>appropriate response, including medical treatment as needed. All medical lifesaving equipment is on the property including sufficient ambulances for further medical care at area hospitals.</p> <p>In addition, the Contingency Action Plan (CAP), which governs emergency response for the Meadowlands Sports Complex, including MetLife Stadium, is a part of pre-planning for every event and includes addressing the evacuation and relocation of all patrons, including those with disabilities, for any disruption to the event. This includes weather, mechanical, or a more serious disaster. The latter would also include a response from our municipal and county partners as stated in the CAP.</p> <p><b><u>NYC Administration for Children's Services</u></b></p> <p>NYC will commit to provision of trafficking awareness and prevention training, a public service trafficking awareness campaign, close interaction between City agencies to identify and prevent trafficking:</p> <ul style="list-style-type: none"> <li>• ACS and DOE for monitoring of truancy and identification of trafficking indicators in children</li> <li>• ACS and END GBV for the provision or referral of anti-trafficking services</li> <li>• ACS's AWOL Recovery Team and the NYPD-FBI Task Force to recover missing youth</li> <li>• NYPD and the Offices of the District Attorneys of the five boroughs for investigation and prosecution of traffickers</li> <li>• ACS will make notifications to NCMEC on youth missing from care.</li> </ul> <p><b><u>Milestones:</u></b></p> <ul style="list-style-type: none"> <li>• NYC will begin roundtable agency planning and resource identification discussions by January 2022</li> <li>• Based upon identified resources and funding, training of stakeholders, to include FIFA staff, and hires affiliated with the event site, vendors, hotel staff, taxi, Uber and Lyft drivers, airport, and other transportation affiliated staff will commence by January 2023</li> <li>• NYC will launch its World Cup Human Trafficking public awareness campaign by 2024 to permit sufficient time for public awareness development prior to the 2026 World Cup event. The campaign will provide information and resources in the ten languages required by NYC, and any other language requested.</li> </ul> <p><b><u>External Stakeholders:</u></b></p> <p>NYC will seek consultation from external stakeholders, including other cities that have hosted in developing and delivering the expected measures, including provisions to ensure accessibility for disabled people and people with limited mobility, and an inclusive focus on diversity, as people of all races, cultures, ages, religions, gender identifications, sexual orientations, and documentation statuses are subject to sex trafficking recruitment.</p> <p><b><u>Port Authority of NY and NJ</u></b></p> <p>The Port Authority is confident that our employees provide world-class customer service. We have a diverse workforce that is highly trained in topics including anti-racism and cultural diversity. If a person should have a concern or complaint, this information can be reported online, in person, or by mail; more information can be found on the Port Authority public website: <a href="https://www.panynj.gov/port-authority/en/help-center/contact-us.html">https://www.panynj.gov/port-authority/en/help-center/contact-us.html</a>.</p> <p>The Port Authority is also committed to making our facilities accessible to all, including individuals with disabilities; additional information can be accessed on our website: <a href="https://www.panynj.gov/port-authority/en/Accessibility.html">https://www.panynj.gov/port-authority/en/Accessibility.html</a>.</p>
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered.</p> <p><b><u>NJ Department of Children and Families</u></b></p> <p>NJDCF and its many Divisions including the Division of Child Protection and Permanency, Division on Women and the Children's System of Care are easily accessible for those at risk, including DCP's live manned 24-hour hotline. NJDCF will assist with linking and providing post services to victims. NJ also houses the Sanar Institute which will assist with human trafficking, as will Dream Free.</p> <p><b><u>NJ Office of the Attorney General</u></b></p>

	<p>Anyone who believes they have been discriminated against by an employer, housing provider, or place of public accommodation can file a complaint with the New Jersey Division on Civil Rights (NJDCR) or can file a complaint in court.</p> <p>NJDCR is accessible as complainants do not need an attorney and can submit the required information to file a complaint online (at <a href="https://bias.njcivilrights.gov/">https://bias.njcivilrights.gov/</a>) or over the phone 1-833-NJDCR4U (833-653-2748), and because translation services and accommodations for a person with a disability are available. To find out more go to <a href="http://www.njcivilrights.gov">www.njcivilrights.gov</a>.</p> <p><b><u>NYC Administration for Children's Services / NYPD</u></b></p> <ul style="list-style-type: none"> <li>• NYPD maintains a Special Victims/Human Trafficking Hotline</li> <li>• NYCACS's Office of Child Trafficking Prevention and Policy <a href="https://www1.nyc.gov/site/acs/youth/traffickedyouth.page">https://www1.nyc.gov/site/acs/youth/traffickedyouth.page</a> maintains a dedicated e-mailbox at <a href="mailto:Child.trafficking@acs.nyc.gov">Child.trafficking@acs.nyc.gov</a> for assistance and support of trafficked youth</li> <li>• The NYS Office of Temporary and Disability Assistance processes the New York State Referral of Human Trafficking Victim application <a href="https://otda.ny.gov/programs/bria/trafficking.asp">https://otda.ny.gov/programs/bria/trafficking.asp</a></li> </ul> <p><b><u>NYPD</u></b></p> <p><b>Early Communication is Key to Large Event Safety Success</b></p> <p>Effective communication is the key to operationalizing safety and security for a major event. Policing is much more effective with the support and involvement of the community, including its visitors. The NYPD encourages World Cup fans, community groups and individual planning any kind of parade, demonstration, protest or any other large gathering to contact the NYPD Community Affairs Bureau. The Community Affairs Bureau was established to foster positive and productive police-community relations, and can work with fans, community groups and individuals on building a safety and security strategy that compliments the goals of the gathering and supports the well-being of attendants and the community as a whole. If the NYPD is informed in advance of a large gathering, it can study assignments, build appropriate partnerships, prepare adequate equipment and technology, conduct training if needed and more.</p> <p>Should an unexpected event occur that does not allow for much, if any advance planning, the NYPD can rely on its professionalism, previously cultivated community partnerships and law enforcement relationships, and previous experience handling related events to offer safety and security to everyone in NYC</p> <p><b><u>Port Authority of NY and NJ</u></b></p> <p>As stated above any person may report concerns/complaints through several channels that can be found on our public website: <a href="https://www.panynj.gov/port-authority/en/help-center/contact-us.html">https://www.panynj.gov/port-authority/en/help-center/contact-us.html</a></p>
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <ol style="list-style-type: none"> <li>The specific measures planned by the host city</li> <li>Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</li> </ol> <p><b><u>NYPD</u></b></p> <p>The NYPD will continue to work with the community, the Mayor's Office, DOI, the Law Department, and other city and state agencies to enhance its law enforcement functions. Collaborative efforts ensure NYPD officers provide all those visiting and living in NYC with courtesy, professionalism, and respect.</p> <p>The NYPD is committed to the impartial enforcement of the law, to the protection of constitutional rights, and prohibits the use of racial and bias-based profiling in law enforcement actions, which must be based on standards required by the Fourth and Fourteenth Amendments of the U.S. Constitution, Sections 11 and 12 of Article I of the NY State Constitution, Section 14-151 of the NYC Administrative Code, and other applicable laws.</p> <p><b>Capacity Building in Large Event Policing</b></p> <p>The NYPD alters its large event safety and security strategies to address the unique needs of each event. This includes capacity building efforts such as operational changes, tabletop exercises, event briefings, and the creation of trainings to ensure the NYPD is ready to manage and effectively respond to any reported criminal activity.</p> <p>Crowds have gathered in Times Square to celebrate the new year since the dawn of the 20th century. The NYPD has cultivated longstanding organizational relationships with the organizers and other stakeholders, and over-</p>



time developed a standard security plan for the Ball Drop. Every year, however, the NYPD fine-tunes that plan to address changes in personnel assignments, resources, the nature of potential threats, event activities, performers, and any other novel circumstances.

Every year hundreds of leaders from around the world gather in Midtown Manhattan to discuss the world's most critical challenges for two weeks in September. The UN General Assembly safety and security is made possible by the massive security operation undertaken by the NYPD, US Secret Service, and other law enforcement partners. NYPD dedicates personnel to full-time security planning, including developing operational and deployment strategies; establishing command structure for important decision making; drafting any necessary agreements or memoranda; and creating trainings to inform personnel of international tensions and conflicts.

In June 2019, NYC hosted WorldPride on the 50th anniversary of the Stonewall Riots. Five million people from across the world attended the parades, festivals and cultural activities organized by the event planners. All NYPD personnel received mandatory training in preparation for the event and the NYPD worked with the organizers for a year to develop the security plan.

#### **NYC Administration for Children's Services**

ACS will collaborate with Hotels and Business Improvement Districts to raise awareness on Child Trafficking and will host meetings with external stakeholder and seek their input.

#### **Port Authority of NY and NJ**

The Port Authority and the Port Authority Police Department are well equipped to manage large-scale pre-planned and no-notice events (such as emergencies or protests/demonstrations) without imposing any restrictions on human rights. Internal and external stakeholder coordination protocols are well established and exercised. Post-event, the Port Authority conducts multi-agency hot washes to ensure lessons learned/best practices are incorporated for future planning.

### **IV. Stakeholder engagement plan**

- 7 Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders.

#### **NJ Department of Children and Families**

NJDCF will collaborate with local agencies, business owners, law enforcement, other state departments and national human trafficking coalitions and policing agencies. Mass education and awareness will be vital. NJDCF has strong relationships throughout the State with external stakeholders, as such the work will be supported.

#### **NJ Office of the Attorney General**

During the planning stages of a large-scale event the New Jersey State Police seeks out engagement with the community which the event may impact. The NJSP communicates with community leaders to inform them of the event and the impact it will have on them and the surrounding area. Public information campaigns encouraging members of the public to report suspicious activity, "See something, say something," as well as other tips and indicators will be widely communicated via numerous outlets to include social media advising both the surrounding regions as well as those attending on how they can do their part and stay safe.

The NJSP Public Information Office often utilizes social media platforms to communicate messages to the community and to solicit any information/ideas which would aid in accomplishing the NJSP's safety mission. This in turn gives members of the public a shared sense of purpose in the overall success of the event. The NJSP has been responsible for the security of numerous large-scale events, including the NFL's Super Bowl, which has increased its experience and expertise to develop robust plans to ensure a safe event.

#### **NYPD**

NYPD will continue to work with citywide Agencies where the training, systems and resources have been provided and acknowledged to understand, observe, and act on all concerns surrounding Human Rights matters.

#### **Port Authority of NY and NJ**

The Port Authority operates major transportation facilities in both NY and NJ including air, sea, land, and rail assets. Due to its large footprint, there is ongoing communications and partnerships with various local, state, and federal entities. The Port Authority Police Department would also coordinate with state, local and federal law enforcement agencies, prior to and during the event.



**FIFA World Cup 2026 candidate host city human rights stakeholder engagement report:**  
**Housing Rights**

<b>Name of the candidate host city</b>	New York City / New Jersey
<b>Name of the unit or individual responsible for the delivery of the report</b>	Bruce Revman, Managing Director, NYC & Company Office of the Governor, State of New Jersey: Authorities and Policy Units

**I. Description of stakeholder engagement process**

1	<p>Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:</p> <ul style="list-style-type: none"> <li>a) the format of the engagement (e.g., bilateral meetings or calls, workshops, webinars)</li> <li>b) the entity that led/moderated the engagement</li> <li>c) a list of the names of the participating organizations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise</li> <li>d) a brief description of the topics discussed and relevant outcomes</li> </ul> <p><b><u>NJ Department of Community Affairs</u></b></p> <p>The New Jersey Department of Community Affairs (NJDCA) is a State agency created to provide administrative guidance, financial support, and technical assistance to local governments, community development organizations, businesses, and individuals to improve the quality of life in NJ. DCA offers a wide range of programs and services that respond to issues of public concern including fire and building safety, housing production, community planning and development, and local government management and finance.</p> <p>NJDCA engages with many stakeholders including community-based organizations offering human services and housing, non-profit housing developers, housing advocates, and people with lived experience of homelessness. NJDCA works contractually with designated nonprofit community development organizations in each of NJ's 21 counties to administer homelessness resources. Meetings are frequently held with these agencies to discuss housing concerns and issues regarding homelessness.</p> <p>A recent 2021 Annual Action Plan Community Needs Survey was designed to identify housing and economic development needs throughout communities in the state. As a recipient of federal funds awarded by the U.S. Department of Housing and Urban Development (HUD), the State is required to develop an Annual Action Plan to determine the types of projects that should be financed during the year with federal housing and community development funds. The survey helps the State gain a more qualitative understanding of the knowledge, experiences, opinions, and feelings of community members on these topics.</p> <p>NJDCA also serves as the lead agency for NJ's Consolidated Plan, which is a multi-year comprehensive planning document which promotes program coordination, sets forth priorities, and serves as a guide in coordinating the delivery of limited housing, community, and economic development resources to meet the needs of various program clienteles. The Consolidated Plan affirms the goals and objectives of Title I of the Housing and Community Development Act of 1974, as amended, and the National Affordable Housing Act of 1990, as amended. This set of goals can be summarized into the following three main areas: 1) provide safe housing, 2) create a suitable living environment, and 3) expand economic opportunity.</p> <p>In developing the Consolidated Plan, the State used its broad consultation and public participation process, including posting of an electronic needs survey, developmental stakeholder meetings, meetings with program grantees, a review of customer service calls, and hearings on fair housing and the draft plan.</p> <p><b><u>NJ Department of Human Services</u></b></p> <p>NJ has a robust and extensive set of programs to assist those in need. As such, through our partnership with each of NJ's 21 county governments, residents at risk of homelessness needing emergency housing assistance are temporarily placed in shelters and local hotels and motels until more permanent housing becomes available. Many counties rely on hotels and motels for these emergency placements. One area of consideration for the FIFA World Cup tournament is a potential adverse impact in the availability of these emergency housing placements without coordination with the local county human and social services agencies. Currently, there is a statewide homeless hotline and system for emergency placement of individuals and families needing shelter. The Department and other state agencies involved in homelessness planning will use the current system in place to assess impact and in coordination with the local social services agencies develop plans to address any issues.</p>
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**NYC Mayor's Office to Protect Tenants**

The NYC Mayor's Office to Protect Tenants ensures that NYC tenants have the resources needed to understand their specific tenant rights and responsibilities. The agency is part of NYC's strategy to confront the affordable housing crisis across the city and make anti-harassment and anti-displacement programs more effective.

**The NYC Department of Homeless Services**

The NYC Department of Homeless Services' (NYCDHS) mission is to address street homelessness, provide safe temporary shelter, and connect New Yorkers experiencing homelessness to suitable housing. NYCDHS works closely with not-for-profit partners.

**II. Description of identified risks and opportunities**

- 2 Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:
- A description of the area of risk (e.g., what may adverse impacts on people look like; who may be adversely impacted; what is the severity of the potential adverse impact; what activities may cause such adverse impacts and how are they linked to the tournament hosting; how likely is it that adverse impacts will occur in the absence of additional prevention and mitigation measures)
  - A description of existing regulations, systems, and programs the host city has in place to address the risk (e.g., enforcement of legislation and policies; capacity building programs; collaborative programs with community groups)

**Homelessness in NJ: NJ Department of Community Affairs**

NJ is known for having a high-cost housing market, and affordability has long been a significant challenge. In 2019, NJ's annual Point-in-Time Count of the Homeless found 8,864 individuals experiencing homelessness and in 2020, there were 9,663 individuals experiencing homelessness across the state, with the largest proportion of unhoused people in Newark/Essex County. NJ has also experienced an increase in the number of people who are unsheltered, living on the streets, in cars, or other places not meant for human habitation.

We also recognize that the pandemic has exacerbated affordability and housing instability; while NJ currently has an eviction moratorium in place, a very large increase in evictions is anticipated once the moratorium is lifted. Any reduction in housing stock, for instance, by the conversion of apartments to short-term Airbnb-type rentals for tourists, could have a detrimental effect on people experiencing housing instability.

For those that do experience housing instability, the NJ Department of Community Affairs (NJDCOA) delivers several homelessness prevention and rapid rehousing programs. The Homelessness Prevention program provides assistance to low- and moderate-income tenants in imminent danger of eviction due to temporary financial problems beyond their control. Funds are used to disburse payments in the forms of loans and grants to landlords on behalf of eligible households in danger of homelessness. The Homelessness Prevention and Rapid Rehousing program provides limited financial assistance to help pay for housing and case management and services to maintain housing.

NJ's Office of Homelessness Prevention, established in 2020, capitalizes on the strides NJ is making to address homelessness by coordinating homelessness-prevention efforts among federal, state, and local agencies and private organizations with a goal of implementing a statewide strategy. The Office also consults with stakeholders, including people who are homeless, to identify policies and initiatives that have been most successful, and evaluates best practices, and analyzes national data, which will serve as the foundation for new initiatives.

Resident displacement is also an issue, particularly from gentrification where low-income residents have little ability to absorb increases in housing costs and rents. NJ's documented gentrification has taken place in areas that are easily accessible to educational opportunities, jobs, cultural attractions, and robust public transportation options. Areas with gentrification risk are concentrated in many urban centers and older suburbs.

The development of affordable housing in these areas is critical so existing residents have a realistic opportunity to remain in their neighborhoods. NJDCOA and its sister agency, the NJ Housing and Mortgage Finance Agency, offer housing production programs for income-eligible families, furthering NJ's goals of protecting affordable housing in gentrifying areas can promote development of income-diverse neighborhoods, while providing existing residents an option to remain in the places they call home.

NJDCOA also participates in 211, which connects people to child care facilities, shelters, affordable housing units, social services, employment training programs, senior services, medical insurance, and community resources. 211 works closely with government officials, voluntary organizations throughout the state, and 211 centers in other



parts of the country. In times of crisis, 211 plays a critical role in bringing information to the people most affected by the event and relaying the needs of callers back to government officials and first responders to help.

To protect renters' rights, the NJ Law Against Discrimination (NJLAD) prohibits discrimination when selling or renting property. Landlords cannot choose renters or buyers based on a person's race, creed, color, national origin, ancestry, nationality, marital or domestic partnership or civil union status, sex, gender identity or expression, disability, affectional or sexual orientation, family status, or source of lawful income or lawful rent payment (such as rental assistance from the Housing Choice Voucher Program formerly known as Section 8). It is also unlawful to discriminate against families with children, except in certain qualified housing developments intended specifically for older persons, which may be allowed to exclude children.

As for hotel accommodations in the Greater Meadowlands region, which covers an area from the George Washington Bridge in the Northern part of NJ to the Statue of Liberty in the South and from the Hudson River on the East to the Garden State Parkway in the West (portions of Bergen, Hudson, Essex and Passaic Counties), they continue to grow at a modest but steady pace. The region has approximately 15,000 rooms within a 15-mile radius of MetLife Stadium (not including NYC hotels).

Prior to the pandemic, anticipated growth of new hotel properties would add approximately 3,000 rooms in the next 2-4 years. The opening of the American Dream at the Meadowlands Sports Complex and the growth of other destination related assets in the region is likely to increase the actual number of new hotel rooms by 3,000 – 5,000 driving the total closer to 20,000 active rooms by 2026.

### **Homelessness in NYC**

For decades, NYC has exemplified vast transformation, ingenuity, and innovation in its fight against homelessness, tackling the issue for both families and single adults. As the official agency for NYC addressing street homelessness, NYC Department of Homeless Services (NYCDHS) provides safe temporary shelters and connects New Yorkers experiencing homelessness to suitable housing. Together with not-for-profit partners, NYCDHS is one of the largest organizations of its kind committed to preventing and addressing homelessness in NYC. NYCDHS works to prevent homelessness before it occurs, reduce street homelessness, and assist New Yorkers in transitioning from shelter into permanent housing. NYCDHS is committed to providing temporary emergency shelter to all those experiencing homelessness.

NYC has renewed its focus on families in shelters, specifically concentrating on the needs of children, and seeking to minimize disruptions in their lives. By creating and executing Independent Living Plans (ILPs) for all clients, NYCDHS embraces the distinct backgrounds of each household, thereby outlining key goals that are relevant to their success and acknowledging that homelessness cannot be solved by a one-size-fits-all approach. Above all else, NYCDHS aims to help homeless New Yorkers return to self-sufficiency in the community, while equipping them with the tools they need to maintain long-term housing stability. As we site new high-quality shelter facilities to help New Yorkers get back on their feet, NYC is making additional investments as appropriate in mental health services/support, ensuring we and our not-for-profit social service provider partners have the ability to more effectively address each individual's unique needs and provide more intensive, supportive services where needed. NYCDHS has tripled the number of outreach staff canvassing the streets engaging New Yorkers 24/7/365 since 2014, from fewer than 200 to nearly 600, with those dedicated staff canvassing the streets every day, building relationships over weeks and months through regular contact and concerted engagement with homeless New Yorkers. NYCDHS has more than quadrupled the number of emergency "safe haven" and "stabilization" beds dedicated to serving street homeless New Yorkers citywide since 2014, with hundreds of these specialized beds opened during this Administration, bringing the total up from 600 to more than 1,800 as of January 2020.

### **Supporting the NYC Department of Homeless Services**

#### **The Coalition for the Homeless**

The Coalition for the Homeless is the nation's oldest advocacy and direct service organization helping homeless men, women, and children. Since inception in 1981, the Coalition has worked through litigation, public education, and direct services to ensure that these goals are realized. The Coalition's effectiveness derives from its unique role as both an advocacy and direct service organization. Programs, shelter monitoring and grassroots organizing enables them to meet homeless people where they are – giving voice and hope to the most marginalized among us.

#### **Partnership for the Homeless**

The Partnership for the Homeless is committed to building a just and equitable society and creating lasting community change through solution-oriented programs and policy initiatives that will eliminate the root causes of homelessness. The Partnership serves New Yorkers experiencing, at risk of, or recovering from homelessness. This



	<p>includes people of any ability, age, family type, gender, national origin, race, and sexual orientation living in communities across the five boroughs.</p> <p><b>NYC Mayor's Office to Protect Tenants</b></p> <p>MOPT is a core part of NYC's strategy to confront the affordable housing crisis. Additionally, recent changes to New York State rental laws makes it harder for landlords to evict all tenants. The new rent laws strengthened protections for New Yorkers living in rent regulated apartments. These laws are enforced by NY State's Division of Homes and Community Renewal (DHCR). Additionally, NYC has instituted the Emergency Rental Assistance Program (ERAP) for households who are behind on their rent.</p> <p>Through the NY State law, the COVID-19 Emergency Eviction and Foreclosure Prevention Act, tenants can prevent their landlord from pursuing eviction if they have suffered a hardship during the pandemic by submitting a Hardship Declaration.</p> <p>Millions of travelers use providers such as Airbnb, VRBO, and HomeAway as convenient and cost-effective means of lodging and an outstanding source of income. In places like NYC, strict dwell sharing rules are in place, to ensure that it does not result in the displacement of long-term neighborhood residents. Specifics on the regulations can be found at the NYC site <a href="https://www1.nyc.gov/assets/buildingsPDFs/MultipleDwellingLaw.pdf">https://www1.nyc.gov/assets/buildingsPDFs/MultipleDwellingLaw.pdf</a>. Additionally, the hotel inventory in NYC remains robust and plentiful, and with over 100,000+ rooms in active inventory across all five boroughs, travelers with all budget parameters have a wide variety of choice, options, and locations.</p> <p>NYC's hotel pipeline remains one of the most active in the country. Despite the disruptions caused by the pandemic, construction on the majority of new and developing projects resumed as soon as work was permitted. The hotel pipeline in NYC continues to stand out in the US for diversity of properties and investment. With a range of ground-up new buildings, restorations of historic buildings, and expansions, the hotel sector is meeting the diversity of demands of traveler preferences and expectations. Over the past decade, NYC attracted new brands, international properties, authentic neighborhood independents, and a wide-ranging collection of select service brands, business class hotels, lifestyle and boutique properties, and new luxury destinations. New hotels are slated for all five boroughs, with half of the new development occurring outside Manhattan in Brooklyn, Queens, the Bronx, and Staten Island.</p> <p><b>NYC Hotels - Active Room Inventory</b></p> <table><tr><td>2011</td><td>2012</td><td>2013</td><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td><td>2019</td><td>2020</td><td>2021</td></tr><tr><td colspan="11"><b>Average # of Rooms (000s)</b></td></tr><tr><td>89.7</td><td>92.0</td><td>95.6</td><td>101.8</td><td>106.5</td><td>112.5</td><td>116.5</td><td>118.9</td><td>122.9</td><td>88.00</td><td>110.00</td></tr></table>	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	<b>Average # of Rooms (000s)</b>											89.7	92.0	95.6	101.8	106.5	112.5	116.5	118.9	122.9	88.00	110.00
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3	<p>Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:</p> <ol style="list-style-type: none"><li>A description of the area of opportunity (e.g., what could be achieved; how would it positively impact on people and the community)</li><li>A description of how the hosting of games is linked to the opportunity (e.g., how can the event be used as a rallying point for such progress)</li></ol>																																	
	<p><b>NJ Department of Community Affairs</b></p> <p>The State plans on meeting with host city and local municipalities to discuss and draft coordination plans to facilitate the work necessary for the event. There are opportunities to convert any new housing developed for attendees/participants in the tournament to affordable housing for people at risk of homelessness. This would require initial capital investment, and ongoing long-term rental subsidy.</p> <p><b>NYC Tourism</b></p> <p>Plans to promote 5 borough explorations (via Fan Fests, special events, etc.), should create new and incremental opportunities for additional housing and accommodations for the outer boroughs which would otherwise not have materialized or would have been slower to evolve had it not been for the World Cup.</p>																																	
<b>III. Description of planned measures to address risks and capitalize on opportunities</b>																																		
4	<ol style="list-style-type: none"><li>The specific measures planned by the host city (e.g., new regulations, mechanisms, or programs.</li><li>Concrete milestones and related time frames for the planned measures</li><li>Whether and how the host city plans to work with external stakeholders in developing and delivering the measures including, for example, the type of involvement, the frequency of meetings, provisions to ensure accessibility for disabled people and people with limited mobility.</li></ol>																																	
	<p><b>NJ Department of Community Affairs</b></p> <p>The NJDCA, NJ Department of Human Services (NJHHS), NJ Department of Children and Families (NJDCF),</p>																																	



	<p>NJ Department of Health (NJDOH), and the NJ Housing and Mortgage Finance Agency (NJHMFA) will continue to enhance coordination between housing and service providers throughout the state. This will be accomplished through 1) the Office of Homelessness Prevention to implement a Statewide strategy to address homelessness. The office will pursue better coordination across State and local agencies and private organizations that provide services to persons who are homeless or at risk for homelessness. The use of data will be central to identifying current best practices and addressing any current gaps to inform the development of the Statewide strategy; 2) grantee meetings with affordable housing developers, mental health providers, shelter providers, homeless assistance providers, and local government agencies to discuss the implementation of programs; 3) Homeless Management Information System (HMIS) meetings that are attended by the agencies participating in the NJ Collaborative.</p> <p><b>NYC</b></p> <p>NYC is using every tool at its disposal to address homelessness and is ahead of schedule on the largest affordable housing plan ever: having financed more than 175,000 affordable homes over the past seven years - created a rental assistance program and moving thousands of formerly homeless households or other households with special needs into permanent housing. NYC's level of street homelessness is lower than it is in other major cities including Los Angeles, San Francisco, and Seattle, in part because of our innovative and proactive street outreach programs including HOME-STAT. NYC will open approximately 90 new shelters and expand approximately 30 existing shelters, all of which will be clean, NYPD will oversee security, and there will be career, mental health, and substance use disorder counselors, and other services on site. Our goal will be to keep residents in the boroughs they call home when possible, so that people do not lose jobs, children do not have to switch schools or experience long commutes and people are close to their medical needs and preferred places of worship.</p>
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered.</p> <p><b>NJ Department of Community Affairs</b></p> <p>Affected persons can visit the designated community-based nonprofits in their county or call 211. The nonprofits can be found at: <a href="https://www.nj.gov/dca/divisions/dhcr/offices/docs/hppcontacts.pdf">https://www.nj.gov/dca/divisions/dhcr/offices/docs/hppcontacts.pdf</a></p> <p><b>NYC</b></p> <p>NYC will recommend the promotion of a unique World Cup website and contact number for matters ranging from "See something, say something" to resources available for affected persons seeking appropriate shelter. These will be promoted throughout the five boroughs, with emphasis on vulnerable neighborhoods and streets.</p>
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <ol style="list-style-type: none"> <li>The specific measures planned by the host city</li> <li>Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</li> </ol> <p><b>NJ and NYC</b></p> <p>NJ and NYC will coordinate with and across local jurisdictions, including municipalities and counties, to discuss and draft coordination plans to facilitate the work necessary for the event. Both NJ and NYC have existing homelessness prevention and affordable housing initiatives that could be expanded with resources or opportunities through the tournament. NJ and NYC work regularly with housing and human services advocates, providers, and people with lived experience, as described above, to develop and implement these initiatives.</p>
<b>IV. Stakeholder engagement plan</b>	
7	<p>Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders.</p> <p><b>NJ Department of Community Affairs</b></p> <p>NJDCA engages over 600 nonprofit and for-profit developers, community-based nonprofits who assist homeless and special needs populations, County Continuum of Care contacts and local governments.</p> <p><b>NYC</b></p> <p>NYC plans to reduce homelessness cannot be implemented without the help of New Yorkers, which is why we are committed to reforming the way we communicate with neighborhoods. Our community advisory boards for each shelter will ensure an open dialogue around shelter issues directly after new sites open. We will have a clear shelter opening notification framework and will distribute shelters more equitably over time. Now, as a city, we are confronting homelessness head on, openly and honestly.</p>



## FIFA World Cup 2026 candidate host city human rights stakeholder engagement report:

### Worker's Rights

Name of the candidate host city	New York City / New Jersey
Name of the unit or individual responsible for the delivery of the report	Bruce Revman, Managing Director, NYC & Company Office of the Governor, State of New Jersey: Authorities and Policy Units

### I. Description of stakeholder engagement process

1	<p>Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:</p> <ul style="list-style-type: none"> <li>e) the format of the engagement (e.g., bilateral meetings or calls, workshops, webinars)</li> <li>f) the entity that led/moderated the engagement</li> <li>g) a list of the names of the participating organizations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise</li> <li>h) a brief description of the topics discussed and relevant outcomes</li> </ul> <p><b><u>NJ Department of Labor and Workforce Development</u></b></p> <p>The NJ Department of Labor and Workforce Development (NJDOL) frequently engages with stakeholders and hosts webinars and workshops to solicit feedback on initiatives and programs and keep relevant groups updated. The department also participates in various workshops to stay apprised of recent changes in the field. Examples of these engagements include:</p> <ul style="list-style-type: none"> <li>• NJDOL collaborated with Legal Services of NJ to educate departmental staff on a new anti-trafficking initiative, PROTECT, that provides comprehensive and holistic legal assistance to victims of human trafficking in NJ.</li> <li>• NJDOL Wage and Hour staff attended a webinar about enforcement of labor standards during a recession and participated in a Civil Rights presentation on the Family Leave Act and the Law Against Discrimination.</li> <li>• NJDOL held briefings with local organizations about how tipped workers are impacted by the State's minimum wage law and to walkthrough compliance requirements and new rules for businesses.</li> <li>• Staff from NJDOL assisted with questions at a Worker Protection ECHO ZOOM training presentation which provided an introduction and resource referrals for front line workers to assist their clients.</li> </ul> <p>NJDOL's Wage and Hour Division participates as a member of the NJ Human Trafficking Task Force meetings with human rights stakeholders regarding human trafficking issues and recent law enforcement initiatives to combat labor and sex trafficking in NJ and provides assistance to other law enforcement agencies as well as worker and victim advocates. Multiple divisions within NJDOL lead and or participate in numerous regular stakeholder engagements and relationships around human rights, including efforts to engage with organizations supporting domestic workers, workers who receive tips (such as restaurant workers), and low wage workers whose workplace and human rights are most likely to be violated. These relationships have led to numerous collaborations related both to the enforcement of our state's wage payment laws and laws against discrimination, as well as increased outreach and education in the format and language of the workers most affected.</p> <p><b><u>NYC Department of Consumer and Worker Protection</u></b></p> <p>To protect and enhance the daily economic lives of New Yorkers to create thriving communities, the NYC Department of Consumer and Worker Protection (NYCDCWP) licenses more than 59,000 businesses in more than 50 industries and enforces key consumer protection, licensing, and workplace laws that apply to countless more. By supporting businesses through equitable enforcement and access to resources and, by helping to resolve complaints, NYDCWP protects the marketplace from predatory practices and strives to create a culture of compliance. NYDCWP also conducts research and advocates for public policy that furthers its work to support NYC's communities.</p> <p><b><u>NYC Office of Labor Policy &amp; Standards</u></b></p> <p>NYC's Office of Labor Policy &amp; Standards (OLPS), which is housed at DCWP, serves as NYC's focal point for labor issues and workers in New York City, and giving a dedicated voice in City government to the issues facing workers. OLPS enforces key municipal workplace laws, conducts original research, and develops policies that are responsive to an evolving economy and issues affecting workers in New York City, particularly people of color, women, and immigrants.</p>
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II. Description of identified risks and opportunities	
2	<p>Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:</p> <ol style="list-style-type: none"> <li>A description of the area of risk (e.g., what may adverse impacts on people look like; who may be adversely impacted; what is the severity of the potential adverse impact; what activities may cause such adverse impacts and how are they linked to the tournament hosting; how likely is it that adverse impacts will occur in the absence of additional prevention and mitigation measures)</li> <li>A description of existing regulations, systems, and programs the host city has in place to address the risk (e.g., enforcement of legislation and policies; capacity building programs; collaborative programs with community groups)</li> </ol>
	<p><b><u>NJ Department of Labor and Workforce Development</u></b></p> <p>In terms of the type of new work or workers that the FIFA tournament could bring, there is of course, always the risk that workers are unaware of, or unable to meaningfully access their rights or protections under state and federal law. While all employers operating in the State of NJ must abide by the regulations related to payment of wages, access to paid sick time and workers' compensation, among others, the possibility that workers' human rights could be violated exists. We believe that there is minimal risk of human rights related incidents occurring with NJ-based contractors and employers due to the State's strong labor protection laws.</p> <p>NJ is a very progressive state in terms of worker protections and the NJDOL, and its Wage and Hour Division, provides strong enforcement to ensure worker rights are safeguarded. NJ labor protections include a minimum wage currently at \$12.00 per hour, rising to \$15.00 per hour by 2024. NJ has some of the most stringent anti-discrimination and human rights protections in the U.S. We also provide overtime, child labor, misclassification, and prevailing wage protections. NJDOL also enforces protections for hotel workers, keeping them safe from workplace violence, including the 2019 "Panic Button" law requiring employers to equip housekeeping and room service staff with panic devices they carry at work to protect from assault and other dangerous situations.</p> <p>Since 2018, NJ has sought constant dialogue with community-based organizations, and we believe that the trust and consistency of these relationships will allow us to quickly act, understand and possibly make warm hand offs to our partners when uncovering any human rights related violations.</p> <p><b><u>NYC</u></b></p> <p>The 2026 FIFA World Cup will bring an increased workload to the hospitality, transportation, entertainment, food service, and public sectors. While an increase in tourism will not be a shock to workers in NYC, assurances will be necessary to account for planned activities like five borough Fan Fests, potential new traffic patterns, and increased ridership for the MTA. The main challenges workers will face will be directly tied to workplace safety standards and potential workload increases, though the strong worker protection laws in NYC, similar to those in NJ, will ensure that workers do not face undue burden or unsafe working conditions.</p>
3	<p>Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:</p> <ol style="list-style-type: none"> <li>A description of the area of opportunity (e.g., what could be achieved; how would it positively impact on people and the community)</li> <li>A description of how the hosting of games is linked to the opportunity (e.g., how can the event be used as a rallying point for such progress)</li> </ol>
	<p><b><u>NJ Department of Labor and Workforce Development</u></b></p> <p>NJ has a richly diverse population and hosting tournament games here will foster camaraderie and solidarity. In addition, bringing the tournament to NJ will allow us to spotlight that respect for human rights and workers' rights can be as universal as the game itself – that putting on an event in such grand scale, with so many countries represented, does not require inhumane, unsafe, or disrespectful working conditions. A country can successfully host the tournament while maintaining high standards for conditions of all workers.</p> <p>Human rights events can be organized around the pending arrival of the tournament with emphasis on combating racism and promoting cultural diversity. The State could investigate purchasing multi-lingual advertising (billboards, pamphlets, social media) focused on the themes and events surrounding the tournament as a way to highlight the worker and human rights protections NJ has in place.</p> <p><b><u>NYC: Apprentice and Training Programs</u></b></p> <p>Focusing on hospitality, the Organizing Committee looks to accelerate programs designed to train inexperienced/first time workers alongside professionals from the hospitality community (i.e., hotels, restaurants, cultural and attractions) – and should easily become the model for future MEGA events and apprentice hiring</p>



	<p>for NYC. We will recommend a private and public partnership which seeks to hire from marginalized communities across NYC, via an outreach we know will require an aggressive, pro-active approach to finding candidates from communities and neighborhoods unlikely to be aware of the job and job training opportunities through the World Cup.</p> <p><b>Establishing a Workplace Oversight Role on the Organizing Committee</b></p> <p>The Organizing Committee is aware of the significance that any one person can have as they interface with fans, tourists, or players, as the most critical component to a successful overall World Cup experience. We will put one Organizing Committee member in charge of protecting, sourcing and training employees.</p>
	<p><b>III. Description of planned measures to address risks and capitalize on opportunities</b></p>
4	<p>a) The specific measures planned by the host city (e.g., new regulations, mechanisms, or programs).</p> <p>b) Concrete milestones and related time frames for the planned measures</p> <p>c) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures including, for example, the type of involvement, the frequency of meetings, provisions to ensure accessibility for disabled people and people with limited mobility.</p> <p><b><u>NJ Department of Labor and Workforce Development</u></b></p> <p>NJDOL has a public contractors' registration requirement that will help ensure reputable contractors and employers will be used to provide construction related work to support the tournament. The NJDOL's Wage and Hour Division will devote additional enforcement resources to ensure all vendors, suppliers, and contractors for all business entities connected to FIFA events meet the highest standards for employment practices including pay, benefits, and safety and health. As appropriate, NJDOL would be pleased to work with external stakeholders to develop mechanisms to ensure accessibility for people with disabilities or who experience limited mobility.</p> <p><b><u>NYC: Community Hiring Economic Justice Plan Policies</u></b></p> <p>NYC will connect low-income New Yorkers and those in economically disadvantaged communities to good jobs.</p> <p><b><u>NYC: Worker Protection Hotline</u></b></p> <p>The NYC Worker Protection Hotline is a 24/7 hotline for questions about health and safety guidelines for the workplace, or to report an employer for potential worker and workplace violations.</p> <p><b><u>NYC: The Occupational Safety and Health Administration</u></b></p> <p>NYC's OSHA ensures safe and healthful conditions for workers by setting and enforcing standards and by providing training, outreach, education, and assistance, covering most private sector employers and their workers.</p>
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered.</p> <p><b><u>NJ Department of Labor and Workforce Development</u></b></p> <p>NJDOL's website (<a href="http://myworkrights.nj.gov">myworkrights.nj.gov</a>) provides guidance and action steps for a whole host of worker rights and protections. The website includes an on-line complaint system that permits quick and easy access to workers who may require assistance to protect their workplace rights, thereby minimizing any risk of employment-related problems experienced by workers conducting FIFA-related business. This is supported by a network of multi-lingual NJDOL staff ready to assist FIFA and workers. Any construction work on public property would be subject to prevailing wage requirements, which NJ DOL actively enforces. In addition, NJDOL's connections with community-based organizations will allow us to connect with workers through their trusted agents.</p> <p>In February 2014, MetLife Stadium hosted Super Bowl XLVIII, which is one of the biggest sporting events in the United States, an international event that draws thousands of visitors and media outlets. It utilizes many of the logistical requirements that might conceivably be needed by FIFA and the international media attending a World Cup event. The National Football League (NFL) reached out to the NJDOL and described to us what needs they had such as adding seats and lighting to the stadium, building temporary TV and radio studios, and other fan-based projects. NJDOL advised them that all that construction would be subject to NJ Prevailing Wage Law and informed them of our state's contractor registration requirements and how that might impact their work.</p> <p>Consequently, to our knowledge, the NFL hired all union companies and the NFL advised us that they would guarantee all companies would pay the workers and assess benefits properly. In addition, the NFL requested that NJDOL to reach out to them if there were issues and they would make sure it was addressed immediately.</p>



	There were no reported issues on any projects during or after the event when removing all temporary structures built. Utilizing reputable contractors will undoubtedly help to ensure all workers used in any work related to the World Cup will not be conducted by exploited workers and all workers will meet the state's diversity requirements.
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <ul style="list-style-type: none"> <li>a) The specific measures planned by the host city</li> <li>b) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</li> </ul> <p><b><u>NJ Department of Labor and Workforce Development</u></b></p> <p>NJDOL's Wage and Hour Division has a strong relationship with worker advocates and building trades stakeholders. NJDOL will continue to build on those relationships to support our mission to enforce worker protections and link the diversity of international soccer to that goal. We will pursue additional relationships to allow us to enlist the help of local football clubs, including the Red Bulls, Gotham FC, collegiate soccer, and youth leagues, to support worker and human rights outreach events.</p> <p><b><u>NYC Office of Labor Policy &amp; Standards</u></b></p> <p>The NYC Office of Labor Policy &amp; Standards (OLPS), will work with the Organizing Committee to enforce worker protections, NYC will amplify the initiatives which the NYCFC has established via their City in the Community (CITC) program designed to impact and improve lives through soccer.</p>
<b>IV. Stakeholder engagement plan</b>	
7	<p>Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders.</p> <p><b><u>NJ Department of Labor and Workforce Development</u></b></p> <p>NJDOL will enlist the support of other state agencies and local municipalities, chambers of Commerce – with an emphasis on ethnic chambers of commerce - along with worker advocate organizations (e.g., New Labor, Make the Road New Jersey, New Jersey Legal Services, etc.) to promote any state-sponsored human rights campaign centered around the World Cup, using the event to promote equitable workplace practices and the progressive worker protections and benefits available to NJ workers.</p> <p><b><u>NYC</u></b></p> <p>The intention for the NYC 2026 FIFA World Cup Organizing Committee is to replicate how NYC has successfully planned and conducted other large events in NYC. From the NFL Super Bowl and World Pride Parades to Time Square on New Year's Eve, NYC understands how to manage and conduct super-sized, multi-day events, and most important, how to effectively integrate appropriate participation from the over 70+ NYC, citywide agencies.</p>



**FIFA World Cup 2026 candidate host city human rights stakeholder engagement report:  
Disability Awareness and Disability Access**

<b>Name of the candidate host city</b>	New York City / New Jersey
<b>Name of the unit or individual responsible for the delivery of the report</b>	Bruce Revman, Managing Director, NYC & Company Office of the Governor, State of New Jersey: Authorities and Policy Units

**I. Description of stakeholder engagement process**

- 1 Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:
- the format of the engagement (e.g., bilateral meetings or calls, workshops, webinars)
  - the entity that led/moderated the engagement
  - a list of the names of the participating organizations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise
  - a brief description of the topics discussed and relevant outcomes

**NJ Department of Human Services**

NJ's Department of Human Services (NJ DHS) provides services for one out of four residents in the state reaching approximately 2.1 million people a year. This includes individuals with disabilities, older adults, families, and children needing health insurance, parents needing child care, individuals who are deaf, hard of hearing, blind, visually impaired or deaf-blind, and individuals experiencing mental health and substance use disorder conditions.

NJ DHS, through its eight divisions, has regular communications with many stakeholders in all of these groups. This includes the New Jersey Council for the Developmental Disabilities (NJ CDD), the Deaf and Hard of Hearing Advisory Council, the Traumatic Brain Injury Fund Advisory Council, the Commission for the Blind and Visually Impaired Board of Trustees, the Human Services Directors Association, county Human Services Advisory Councils, to name a very few. NJ DHS and Division leadership meets with these groups on a monthly or quarterly basis in-person; however, during the COVID-19 pandemic, meetings have been done through virtual platforms. NJ DHS also coordinates with other State entities and local government partners to address the needs of individuals with disabilities. Examples of such coordination include on transportation and housing issues.

NJ DHS holds regular calls and meetings with disability stakeholders to discuss programs, new initiatives, department updates and topics impacting individuals with disabilities and their families. In addition, NJ DHS' Division of Disability Services has funded 19 projects in communities across NJ to advance healthy and inclusive communities and improve accessibility for individuals with disabilities.

**NYC Mayor's Office for People with Disabilities and NYC & Company**

The NYC Mayor's Office for People with Disabilities (MOPD) is the liaison between NYC Government and the disability community. NYC & Company is the official Destination Marketing Organization for the City of New York.

**II. Description of identified risks and opportunities**

- 2 Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:
- A description of the area of risk (e.g., what may adverse impacts on people look like; who may be adversely impacted; what is the severity of the potential adverse impact; what activities may cause such adverse impacts and how are they linked to the tournament hosting; how likely is it that adverse impacts will occur in the absence of additional prevention and mitigation measures)
  - A description of existing regulations, systems, and programs the host city has in place to address the risk (e.g., enforcement of legislation and policies; capacity building programs; collaborative programs with community groups)

**NJ Department of Human Services**

We recognize that a lack of planning for disability accommodations and considerations could impact access to the tournament for individuals with varying disabilities. NJ DHS is able to provide technical support and assistance to ensure the needs of individuals with disabilities are considered in the planning and implementation process including Deaf Culture and Sensitivity Training, Deaf-Blind, Blind and Visually Impaired Sensitivity and Etiquette Training, Communication Access for Individuals who are deaf or hard of hearing, website accessibility assessments, and physical Environment assessments (orientation & mobility). Below is a list of disability accommodations and considerations.



Two laws govern access for individuals with disabilities in NJ: the federal Americans with Disabilities Act (ADA) (42 USC 12101 et seq.), and the NJ Law Against Discrimination (NJLAD) (N.J.S.A. 10:5-1 et seq.). Both laws prevent discrimination against individuals with disabilities in places of public accommodation including private businesses like MetLife Stadium and mandate that such businesses be accessible for individuals with disabilities. Additionally, these laws prevent discrimination and require access for individuals with disabilities in the infrastructure and businesses that would provide support for large scale events that take place at MetLife, including public mass transportation (NJ TRANSIT), private mass transportation (Coach/Greyhound), hotels, and restaurants.

NJ Transit provides an accessibility link on their website that describes how it provides MetLife Stadium provides information for guests who have a disability on its website <https://www.metlifestadium.com/guest-services/guests-with-disabilities>.

MetLife provides accommodations for individuals with wheelchairs/mobility issues and individuals with hearing impairments and provides guidance for service animal use. Other businesses in the area that would contribute to an event like the World Cup, such as restaurants and hotels, would also be covered by the ADA and NJLAD.

Examples of ADA and NJLAD required accommodations may include:

- For people with mobility disabilities: ramps, curb-cuts, widen entry ways, elevators, accessible bathrooms, accessible parking, wheelchairs/wheelchair assistance, easily accessible areas (shorter in distance, properly marked);
- For people with low vision or blindness: Offer sighted guide assistance and/or escorts for people who are blind upon entry and/or request, clearly marked directions with either large signage, tactile markers/Braille, policies for service dogs, assistive technology;
- For people with sensory disabilities: dedicated quiet areas;
- For deaf/ hard of hearing: ASL interpreting, closed captioning, speech-to-text technology
- Online Information: should be digitally accessible for people with low vision and include information about ADA compliance and accessibility supports.

### **NJ TRANSIT**

As the nation's only state-wide transit agency, NJ TRANSIT takes seriously its mission to provide essential transportation options to all communities, including those customers with disabilities. To that end, NJ TRANSIT engages in continuing and robust outreach and ongoing discussions with stakeholder organizations representing customers with disabilities to learn about how we can enhance accessibility for these customers. NJ TRANSIT then works through both its regular operating budgets and plans, as well as its capital planning process and construction projects, to maximize accessibility across our rail, bus, light rail and Access Link paratransit modes. This approach also is informed by the requirements and regulatory guidance of the U.S. Americans with Disabilities Act (ADA), as well as NJ statutes and regulations.

Hosting the World Cup at MetLife Stadium will provide the opportunity and impetus to build upon the extensive accessible public transportation network that NJ TRANSIT has created over the past several decades. The accessibility enhancements that are implemented for the World Cup will go beyond simply ensuring that tournament attendees with disabilities experience an efficient, welcoming, and fulfilling transit experience. The World Cup effort will produce improvements that will be applied throughout NJ TRANSIT's 7,000-mile service territory, improving access, and travel experiences for all customers and users of the system, throughout NJ.

Key to the ongoing accessibility improvement efforts will be a broad and continuing dialog with the people and organizations concerned about accessible transportation. The necessary outreach apparatus for this already is in place, thanks to NJ TRANSIT's long-standing citizen advisory committees, The North Jersey Passenger Advisory Committee (NJPAC), the South Jersey Advisory Committee (SJPAC) and the Senior Citizen and Disabled Resident Advisory Committee (SCDRTAC). These bodies advise the transit agency on the wide range of mobility and access issues facing transit users by providing important perspectives and input as they help NJ TRANSIT staff identify potential challenges regarding the accessibility of our system and will support a specific focus on those modes and routes that are critical for serving MetLife Stadium. This process includes the continuing evolution of the relationship between NJ TRANSIT and app ride and TNCs, such as Uber and Lyft. SCDRTAC's viewpoints will form a key element of NJ TRANSIT's work to develop strong, effective responses to gaps identified in transit system accessibility.

This ongoing collaboration and focus were an integral part of the coordinated design and construction process that saw NJ TRANSIT build and begin rail service to the stadium complex in 2009, as MetLife Stadium was being



constructed for its 2010 opening. In the years since, NJ TRANSIT and the Stadium have worked closely together, and with accessibility advocates and groups, to refine and improve access and operations. Indeed, both NJ TRANSIT and the Stadium have garnered priceless real-time experience from providing efficient service to customers with disabilities for season after season of football games, concerts, and other events, often featuring crowds of up to 80,000 attendees.

Regular etiquette and awareness training for transit staff has been a fundamental part of the ongoing success of these efforts, and has been strongly reinforced before major events, such as Super Bowl XLVIII. NJ TRANSIT will undertake a renewed and updated program of training before the World Cup to ensure customers with disabilities receive the warm, welcoming, and inclusive experience they deserve.

Also, NJ TRANSIT staff already have begun to identify key additional measures to make sure we provide customers with disabilities with excellent service. For instance, many World Cup fans will come to the Meadowlands from around the world and will not be familiar with NJ TRANSIT's rail, bus, light rail, and paratransit systems. Staff is analyzing the communications, website, payment and other programs and procedures that will be developed to provide fans with disabilities with an easy and seamless travel experience – in other words, so that the drama is on the playing field, not in the trip to and from MetLife Stadium.

### **Vehicle Accessibility**

Many of NJ TRANSIT's rail stations are accessible by elevator, ramp, mini high-level platform, or portable lift. All accessible stations are shown on the system map with the international symbol of accessibility. Customer Service representatives at terminals and stations are skilled at assisting customers with disabilities, and at providing any needed reasonable accommodations or modifications of our services. For customers who use mobility devices or need assistance transferring from the platform to a train, "bridge plates" are available at all platforms that allow for level boarding. These plates bridge the gap between the platform and the train for safer and easier boarding and disembarking. Train conductors and other crew members assist with bridge plate positioning and use.

NJ TRANSIT's 2,200-plus bus fleet is 100% accessible with bus lifts or ramps. All buses have state-of-the-art securement systems to secure customers' mobility devices. Bus operators are trained to assist customers with securing their mobility device and the optional lap/shoulder belts. For customers who have difficulty with the first step up into the bus all NJ TRANSIT buses are equipped with a "kneeling" feature. When a bus "kneels" the first step lowers several inches toward the ground allowing for easier boarding.

NJ TRANSIT operates three light rail systems, the Hudson-Bergen Light Rail System, the Newark Light Rail, and the River LINE. Most of the light rail stations served by NJ TRANSIT are accessible. Accessible stations offer level boarding between the platform and light rail vehicles. Platforms are accessible by elevator or ramp. All accessible stations are shown on the [system map](#) with the international symbol of accessibility.

### **Priority Seating**

Customers with disabilities have seating designed and designated for their use on our rail, bus, and light rail vehicles. These seats are located generally nearest to the vehicle entrances to provide easy access to board or depart. On trains and light rail vehicles, there are accessibility features especially for those customers using mobility devices. On trains, travelers using mobility devices may also ride in the center vestibule of the train car. On buses, depending on the type of vehicle, there are specific areas designed and designated for customers using mobility devices, nearest to the entrance where the lift or ramp is located. Signs are posted on all vehicles in these designated areas alerting all customers of this priority seating accommodation.

### **Additional Accessibility Features**

Additional train and light rail accessibility features provided to customers with disabilities include but are not limited to: audible, onboard station stop announcements and visual signage, accessible parking (where parking is provided), and a detectable warning edge along platforms.

All buses have public address systems and our bus operators use them to make bus stop announcements. Internal announcements are made at transfer points, major intersections, final destinations, and any stop requested by a customer. External announcements of the route number and destination are made through speakers on the outside of the bus at all bus stops served by more than one bus route.

### **Access Link**

Access Link is a public transportation service established to comply with the paratransit regulations of the Americans with Disabilities Act. Access Link service is complementary to and corresponds with the NJ TRANSIT



local fixed route bus and light rail systems. Access Link is provided for customers with disabilities who are unable to use the local fixed route bus for some or all of their rides.

Access Link has a specific paratransit eligibility application process; however, NJTRANSIT has developed a special dedicated process for persons with disabilities who are traveling to NJ from another state or country. These individuals will be given a visitor status of eligibility for the duration of their stay in NJ. We expect this process to be revised and expanded to accommodate our World Cup customers with disabilities.

### **Language Inclusion**

For customers who do not speak English or have limited-English Proficiency NJ TRANSIT offers the following forms of language assistance:

- NJ TRANSIT Ticket Vending Machines screens are able to translate into Korean, Mandarin, Spanish, Portuguese, Russian, and French. This is part of a current fare modernization project that includes upgrading all Ticket Vending Machines which will be offered at select stations.
- Chief Clerks at NJ TRANSIT Information Centers as well as all Customer Service Staff are trained to use Language Line for live interpretation of over 100 languages. Customer Service Field Offices carry “I Speak” cards where customers can point to their language preference.
- NJ TRANSIT’s website is accessible through Google Translate in over 100 languages.
- NJ TRANSIT’s internal Language Assistance Committee continues to advance inclusive language assistance and access for members of the public with limited-English proficiency and/or low-literacy who utilize or encounter NJ TRANSIT’s programs and services.

### **NYC & Company**

As the Official Tourism Agency, NYC & Company improved its website navigation and continues to work with the hospitality industry to provide training to appropriately and effectively work with disabled and the mobility impaired traveler.

NYC & Company identified and continues to fix other accessibility problems for the tourist/traveler. Its strategies for remedying these challenges are described in Question 4 below

- Lack of readily available accessibility information re NYC businesses and events
- Lack of readily available inspirational/experiential accessibility content about NYC tourism venues
- Lack of accessibility community members represented in NYC & Company content and creative
- Need to upgrade our website to meet ADA requirements
- Need to educate our constituents about the accessibility community

While the World Cup may potentially increase congestion in the city, it is important to note that we regularly host marquee events and we do not anticipate that the tournament will exacerbate disability issues.

All of the existing event venues in NYC comply with the NYC Building Code, which goes above and beyond ADA codes and standards. We will also ensure accessible seating areas and help coordinate reasonable accommodations such as American Sign Language Interpretation and audio description when necessary.

### **Port Authority of New York and New Jersey**

The Port Authority of New York and New Jersey (“Port Authority”) consists of five airports, three of which serve as international hubs, four major bridges and two tunnels, a transit system, two major bus stations/terminals, the World Trade Center site, and multiple international marine terminals in both NY and NJ. Given its span across the region and impact on both local and international communities, the Port Authority is deeply committed to furthering the core purposes of the Americans with Disabilities Act (ADA) in its facilities and programs. In fact, the agency’s commitment goes far beyond compliance with the minimal obligations imposed by the law.

Recently, in honor of the 30th anniversary of the ADA, the Port Authority issued a set of Supplemental Accessibility Standards for future construction projects that sets the bar far above the minimum requirements of the ADA. This trailblazing document compiles the most up-to-date and innovative accessibility design ideas and construction standards, including larger wheelchair space requirements, adult changing tables, hearing loops, and other critical advances and makes them the new standard for Port Authority projects. These standards are the result of a deep and fruitful collaboration between the agency’s Engineering Department, Office of Diversity and Inclusion, and employee-based Abilities Network, along with expert consultants and disability community



	<p>advocates including the United Spinal Organization. We anticipate a number of major projects to be built by 2026 in compliance with these new standards.</p> <p>In particular, Port Authority airports are designed and constructed with accessibility as a top priority. For instance, the newly opened Terminal B at LaGuardia Airport was built from the ground up not only to provide a world class customer experience, but also to advance accessibility in innovative and concrete ways. To cite some examples: The new Terminal B has extra-wide paths of travel to accommodate mobility devices. The Terminal's frontages are curb-less, so as to provide end-to-end accessibility as passengers transition from ground transportation to the airport. The Terminal relies on innovative visual cueing and gate announcements, to assist people regardless of their hearing and makes use of enhanced color tone, contrast, and floor tile placement—all to help visually impaired travelers. It relies on ramp-free paths of travel, which provide easily accessible connections to parking structures from both the arrival and departure levels. Special relief areas have been provided for in the Terminal, to ensure that service animals can be readily cared for.</p>
3	<p>Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:</p> <ol style="list-style-type: none"> <li>A description of the area of opportunity (e.g., what could be achieved; how would it positively impact on people and the community)</li> <li>A description of how the hosting of games is linked to the opportunity (e.g., how can the event be used as a rallying point for such progress)</li> </ol>
	<p><b><u>NJ Department of Human Services</u></b></p> <p>The rights for those with disabilities is a cornerstone of NJDHS' mission. The program and services delivered through NJDHS aim to empower those we serve, maximize their independence, and provide them with the resources they need to thrive in the community. There is an opportunity to amplify accessibility planning to ensure that those who are blind, visually impaired, deaf or hard of hearing, deaf-blind, as well as those with developmental disabilities, mobility and sensory disabilities have full access to the events hosted by the FIFA World Cup Tournament. This can include a process that involves individuals with disabilities in the planning, coordinating across agencies including NJ TRANSIT to ensure access, and identifying employment opportunities for individuals with disabilities. Such inclusion in an internationally recognized event would be a meaningful and impacted opportunity for individuals with disabilities and a model for similar future events.</p> <p><b><u>NYC Mayor's Office for People of Disabilities</u></b></p> <p>Directing specific funding to make transportation systems more accessible, will go a long way to ensure that the legacy of the tournament is a positive one. In addition, our NYC:ATWORK initiative can help connect qualified people with disabilities to job and internship opportunities associated with the tournament, thereby increasing employment for the disability community.</p> <p><b><u>Port Authority of NY and NJ</u></b></p> <p>The Port Authority recently developed a Civil Rights &amp; Disability Awareness training for staff and agency partners. The training course explores the Port Authority's non-discrimination policies (Title VI and ADA) that apply to customers and members of the public. It includes an extensive section on disability awareness and etiquette and describes agency programs that ensure we comply with Non-Discrimination obligations. The course has been rolled out to customer service and maintenance personnel, including at all three airports. We anticipate that the course will be required for all agency employees by 2026.</p>
<b>III. Description of planned measures to address risks and capitalize on opportunities</b>	
4	<ol style="list-style-type: none"> <li>The specific measures planned by the host city (e.g., new regulations, mechanisms, or programs.</li> <li>Concrete milestones and related time frames for the planned measures</li> <li>Whether and how the host city plans to work with external stakeholders in developing and delivering the measures including, for example, the type of involvement, the frequency of meetings, provisions to ensure accessibility for disabled people and people with limited mobility.</li> </ol>
	<p><b><u>NJ Department of Human Services</u></b></p> <p>As discussed under point 2, NJDHS would continue to coordinate with our wide range of community stakeholder groups to mitigate risks or adverse impacts to NJ residents. NJDHS plans to use its existing stakeholder network and structure to address and plan for any potential adverse impacts as outlined above.</p> <p><b><u>NYC Mayor's Office for People with Disabilities and NYC &amp; Company</u></b></p> <p>The NYC Mayor's Office for People with Disabilities (MOPD) &amp; NYC &amp; Company regularly provides disability etiquette and awareness trainings to our partners, and we will continue to do so in preparation for the World Cup and with any other relevant organization for the tournament. MOPD can also commit to meeting with the</p>



disability community before the tournament to answer any questions, and we will also regularly promote disability-specific aspects of the tournament on our social media and listserv.

Additionally, the following actions have already been taken to correct identifiable challenges raised in II, 2 above:

**Challenge:** Lack of readily available accessibility information re NYC businesses and events

- In 2017, NYC & Company's content and digital teams relaunched the accessibility vertical on nycgo.com, working in alignment with the NYC Mayor's Office of People with Disabilities. Our membership team solicited accessibility information from our 1,700+ members (including NYC hotels, restaurants, attractions and more); venues in our system were tagged accordingly. Venues and events are now easily filterable by accessibility need (Assistive Listening System, Braille, Large Print, Open and/or Close Captioned, Sign Language Interpretation, TTY, Volume Control Telephone, Wheelchair Accessible). This feature extends over our B2C and B2B channels.
- We regularly solicit updates of this information from our members.
- In addition, during the pandemic, we introduced an accessibility feature to our Virtual NYC offerings to stoke consumer interest and keep NYC top of mind for the eventual return of travel. Again, working with MOPD, we introduced filters for our content, including Adaptive Activities, Audio Description, Captioned/ASL and Neurodiverse Programming.

**Challenge:** Lack of readily available inspirational/experiential accessibility content about NYC tourism venues

- Although NYC & Company has long promoted inspirational/experiential accessibility content about NYC venues of interest to tourists, since our 2017 relaunch we invested far more heavily in this area. Subjects include accessibility at attractions, restaurants, theaters and more. Content continues to roll out on regular basis, including most recently a guide to NYC's observation decks and another to the Bronx Zoo.
- As mentioned above, we also rolled out content specific to this community during the pandemic as part of Virtual NYC. One such element was launched specifically to help promote ADA 30 — commemorating the anniversary of the passage of the Americans with Disabilities Act.
- Further, we made addressing the community a core part of our recovery plan (The Roadmap for Tourism's Reimagining and Recovery).

**Challenge:** Lack of accessibility community members represented in NYC & Company content and creative

- Since the relaunch of the vertical onsite, we have made a concerted effort to include diverse images in our content and creative. Images have been used in our publications, email channels, social channels, and others.
- One larger effort worth mentioning here is our 2019 video about exploring Times Square in a wheelchair. Wayfinding information is melded with inspirational content, including dining out and seeing a Broadway show (Oklahoma! with Ali Stroker, a wheelchair-user who won a Tony Award for her appearance in the musical).
- Further, as mentioned above, content that addresses the community continues to roll out on an ongoing basis in our channels.

**Challenge:** Need to upgrade our website to meet ADA requirements

- In the 2017 refresh and following, we completed a full audit of nycgo.com and the accessibility landing page.
- The content has been optimized for browser screen readers and WCAG 2.0 compliance.
- Website visitors using screen readers are presented with a custom experience that prioritizes accessibility resources before other content.
- We partner with AudioEye to ensure adherence to accessibility standards and practices.

**Challenge:** Need to educate our constituents about the accessibility community

- The accessibility community has been the subject of several NYC & Company Talks, educational opportunities for members and other stakeholders to learn about the community's needs and to keep them top of mind. These include NYC & Company Talks: Accessibility in Our Digital and Physical World; Accessibility on the Web; and Recovery Ready - The Accessible Tourism Landscape of New York City at ADA 30.
- We have also appointed Lakshmee Lachhman-Persad to the board of NYC & Company; she is a tireless advocate for the community.



	<ul style="list-style-type: none"> <li>• Makiko Matsuda-Healey, our Managing Director of Tourism, is on the board of the TravelAbility.</li> <li>• Later this year, we plan to engage Peter Slatin and Lakshmee Lachhman-Persad in a series of training sessions for the staff of NYC &amp; Company about best practices for working with the accessibility community.</li> </ul>
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered.</p> <p><b><u>NJ</u></b>  Individuals who believe that a business, public entity, or program has unlawfully or unfairly denied them access because of their disability or need for an accommodation may contact the New Jersey Division on Civil Rights (NJDCR). NJDCR has regional offices and contact information can be found on their website <a href="https://www.njoag.gov/about/divisions-and-offices/division-on-civil-rights-home/">https://www.njoag.gov/about/divisions-and-offices/division-on-civil-rights-home/</a>. NJDCR has authority to investigate and make findings in cases of alleged discrimination against an individual with disabilities in New Jersey. Individuals may also contact the United States Department of Justice Disability Rights Section, and information can be found on their website at <a href="https://www.justice.gov/crt/disability-rights-section">https://www.justice.gov/crt/disability-rights-section</a>.</p> <p>MetLife Stadium also provides a contact for guests with accommodation issues through customer service and guests relations via email and phone number.</p> <p>In addition, Disability Rights New Jersey (DRNJ) is a private, non-profit, consumer-directed organization in the State that advocates for the civil and legal rights of residents with disabilities. DRNJ provides advocacy and legal assistance to persons with disabilities, their family members, and guardians to protect their rights.</p> <p><b><u>NYC Mayor's Office for People with Disabilities Grievance Procedures</u></b>  A grievance procedure may be used by any member of the public who wishes to file a grievance alleging discrimination on the basis of a disability in the provision of services, activities, programs, or benefits by the entity in question. Additionally, there are other organizations (both public and not for profit) which are available to protect and advocate for the civil and human rights of the disabled such as:</p> <ul style="list-style-type: none"> <li>• Empire Justice Center Disability Advocacy Program</li> <li>• Center for Disability Rights, Inc.</li> <li>• Disability Rights Advocates</li> <li>• Legal Services NYC Disability Advocacy Project</li> <li>• Disabilities Network of New York City</li> </ul>
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <ol style="list-style-type: none"> <li>a) The specific measures planned by the host city</li> <li>b) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</li> </ol> <p><b><u>NJ Department of Human Services</u></b>  NJ DHS works with its stakeholder community and agencies across state and county government to coordinate access needs for individuals with disabilities in public settings. NJ DHS would evaluate the result of disability access and awareness of this event to build on strategies to successfully integrate individuals with disabilities and improve access.</p> <p><b><u>Port Authority of NY and NJ</u></b>  The Port Authority will provide special event-related training to our Aviation Department Airport Customer Experience Specialists (ACES), including a focus on providing assistance to visitors with disabilities. ACES are the first line of assistance for our airport patrons, and they collectively speak over 27 languages. All ACES have been equipped with a tablet that leverages a translation app which can translate up to 109 languages and dialects, including 32 languages in voice translations for conversation mode. This service is available for all passengers in almost all languages 24 hours a day.</p> <p>The Port Authority will also provide translation capacity to our website into non-English languages, through an instant translation tool. Each airport has a comprehensive web page dedicated to accessibility services. A translation tool will assist travelers of all abilities to navigate our airports and regions.</p>



IV. Stakeholder engagement plan	
7	<p>Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders.</p> <p><b><u>NJ Department of Human Services</u></b></p> <p>NJDHS has ongoing discussions and planning meetings with stakeholders regarding disability access and awareness and plans to use those networks to coordinate and prepare for the tournament. At this time, NJDHS has only discussed this plan with its divisions and offices; however, we intend to incorporate stakeholders in the planning process. The recommendations and key areas identified in this document have been raised as considerations and accessibility issues for individuals with disabilities in other settings.</p> <p><b><u>NYC</u></b></p> <p>NYC continues to focus on improving transportation accessibility – with a keen focus on the most common means of transportation - its subway system. Recently the Metropolitan Transportation Authority (MTA) hired its first Chief Accessibility Officer., advocating for people with disabilities within the city agency responsible for citywide transportation (including buses, Access-A-Ride and For-hire vehicles.</p>



**FIFA World Cup 2026 candidate host city human rights stakeholder engagement report:  
Right to Participate in Conduct of Public Affairs**

<b>Name of the candidate host city</b>	New York City / New Jersey
<b>Name of the unit or individual responsible for the delivery of the report</b>	Bruce Revman, Managing Director, NYC & Company Office of the Governor, State of New Jersey: Authorities and Policy Units

**I. Description of stakeholder engagement process**

1	<p>Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:</p> <ul style="list-style-type: none"> <li>e) the format of the engagement (e.g., bilateral meetings or calls, workshops, webinars)</li> <li>f) the entity that led/moderated the engagement</li> <li>g) a list of the names of the participating organizations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise</li> <li>h) a brief description of the topics discussed and relevant outcomes</li> </ul> <p><b><u>NJ Department of Treasury</u></b> NJ's Division of Property Management and Construction (DPMC), within the NJ Department of Treasury, conducts the business of government ethically, honestly and without favoritism, and protects the interests of the taxpayers of NJ. Its mission is to promote fair and unfettered competition in the procurement of contracts for the design and construction of public building projects and complete the projects on schedule and within budget. The Division further provides tenants and constituents, who visit state-owned and leased spaces, with a clean, safe, and comfortable work environment. It also facilitates a working partnership with all client agencies to consolidate space, and at the same time enable agencies to provide improved and more responsive services in the most cost efficient and effective manner. DPMC integrates and coordinates procurement and administration divisional functions related to space planning, lease procurement, real estate acquisition and disposition, facilities management, as well as design and construction services. As the State's central procurement agency, the NJ Department of Treasury's Division of Purchase and Property's mission is to professionally and ethically procure the best valued products and services, in a timely and cost-effective manner in accordance with state laws and regulations to enable client agencies to meet their objectives.</p> <p><b><u>NYC Mayor's Office of Contract Services</u></b> The NYC Mayor's Office of Contract Services (MOCS) is an NYC oversight and service agency that is dedicated to optimizing existing operations and transforming processes to make it easier to do business with NYC. The Mayor's Office of Contract Services works with agencies, vendors, and providers to ensure that the contracting process is fair, efficient, transparent, and cost effective to the City. Our mission is to provide leadership in the procurement process through knowledge, teamwork, and communication.</p> <p><b><u>Soccer Clubs</u></b></p> <ul style="list-style-type: none"> <li>• The New York Red Bulls: A professional soccer club based in the New York metropolitan area. The Red Bulls compete in Major League Soccer (MLS) as a member of the Eastern Conference.</li> <li>• The New York City Football Club: An American professional soccer club based in New York City that competes in Major League Soccer (MLS).</li> <li>• The NJ/NY Gotham FC: A professional women's soccer team based in Harrison, NJ of the National Women's Soccer League (NWSL).</li> </ul>
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**II. Description of identified risks and opportunities**

2	<p>Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:</p> <ul style="list-style-type: none"> <li>a) A description of the area of risk (e.g., what may adverse impacts on people look like; who may be adversely impacted; what is the severity of the potential adverse impact; what activities may cause such adverse impacts and how are they linked to the tournament hosting; how likely is it that adverse impacts will occur in the absence of additional prevention and mitigation measures)</li> <li>b) A description of existing regulations, systems, and programs the host city has in place to address the risk (e.g., enforcement of legislation and policies; capacity building programs; collaborative programs with community groups)</li> </ul> <p><b><u>NJ Department of Treasury</u></b> New Jersey's long-standing, robust legislative protections from discrimination of any kind, as well as more recent comprehensive efforts to achieve pay equity, are extended to the State's and state public entity contract partners.</p>
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Each NJ contractor must agree to abide by the New Jersey Law Against Discrimination (NJLAD) in its workplace, regardless of where the contractor is physically located. The NJLAD prevents discrimination on the basis of race, gender, ethnicity, religious beliefs, disability, sexual orientation, and gender expression and extends those same protections to those who are perceived to be in one of these protected groups. State contractors agree not to discriminate against any of these protected groups in any of their employment and hiring practices.

NJ is committed to ensuring state and public entity contractors pay all workers a fair and equitable living wage. All contractors must disclose what they pay to their employees, along with race and gender information. That information is available to any person who makes a lawful request under New Jersey's Open Public Records law. In essence, the state is creating publicly available data to use to ensure that individuals know what their peers in any reported industry or field are paid, creating a practical means to make pay equity an attainable goal across many segments of the market.

At the same time, all NJ public entities that are responsible to build or fund construction/public works projects require their contractors to pay all laborers the prevailing wage in that construction specialty, again, creating pay equity and payment of a fair living wage to anyone working in the state on a public works project. This is true as well for those individuals who are employed to clean, maintain, and provide security to state public buildings. NJ's recently enacted Employer Misclassification Law also cracks down on state contractors and state businesses who unfairly pay workers by misclassifying them into lower paying positions and is an important tool to avoid employers "gaming" the prevailing wage laws.

NJ's contracting practices also are aligned with important national foreign affairs principles, by having legislative bars on contracting with any business entity that does business in the energy and financial sectors in Iran and does not agree to abide by the United Kingdom's McBride Principles prohibiting discrimination against Catholics in the workplaces in the UK.

Additionally, NJ does not allow bad contractors to work in the state by both maintaining its own debarment list of contractors who have broken state or federal laws, and not contracting with any business entity that has been debarred from contracting by any federal agency. This works to ensure that contractors who break criminal law, disobey prevailing wage laws, or disregard worker safety laws cannot receive state contracts and perpetuate their practice of unlawful actions or unequal treatment of workers.

NJ state employees also are subject to the rigorous Conflicts of Interest Law to ensure that the state's interactions with contractors are not tainted by possible personal gains or even the appearance of possible personal gains. The state further holds contractors to account, making it both a breach of contract and grounds for debarment to engaging in the types of practices that could be seen to currying favor from state officials. NJ's lead procurement agency maintains stringent state contractor ethics guidelines to avoid any impropriety in any facet of public contract procurement.

#### **NYC Mayor's Office of Contract Services**

A range of decisions on spending, construction, procurement, transport, zoning, urban planning, and other public issues will be taken in New York which could all carry significant political, social, environmental, and economic repercussions for local communities and citizens, which underscores the relevance of this risk in relation to the World Cup.

Engagement should focus on the challenge of ensuring legitimate participation in democratic processes and citizens' right to participate in the conduct of public affairs.

The potential for developing partnerships and programs as a result of the World Cup that can specifically target underserved and/or vulnerable communities and neighborhoods looms very large, and/or how can the professional soccer teams use the World Cup to help promote the sport in vulnerable community groups.

#### **NJ and NYC**

NJ and NYC have long remained committed to ensuring that citizens have fair and full access to participate in our democratic processes. At a time when some states and cities are trying to limit citizens' voices in government decision-making, NJ and NYC have not only continued to ensure access to participate, we have remained laser-focused on expanding access. NJ and NYC have removed barriers to participating in our democracy, making it easier for citizens to register to vote and to cast their votes. In both of our jurisdictions, voters are able to register in a variety of ways whether by mail, in person, or online, and they can or will be automatically registered to vote when they have motor vehicle transactions or other service applications or interactions at departments including

Human Services and Labor, as automatic voter registration services continue to roll out over the next several years. We also allow voters with previous felony convictions to register to vote, ensuring that past mistakes do not permanently remove citizens' voices from our democratic institutions.

We have also continued to ensure eased and increased access to the ballot box. Both NJ and NYC allow voters to cast their ballots by mail if they so choose. We also both provide nine days of early in person voting, allowing voters to make their voices heard on the schedule that works best for them. As time continues, we will remain committed to ensuring that citizens are able to participate in our democratic processes to the fullest extent and removing all barriers to the ballot box so that all are able to take part in the decision-making that impacts all of our lives, including those public issues that will take place around the World Cup games.

## **Soccer Clubs**

The potential for developing partnerships and programs as a result of the World Cup that can specifically target underserved and vulnerable communities and neighborhoods looms very large. There is also opportunity for the professional soccer teams to use the World Cup to help promote the sport in vulnerable community groups and to ultimately grow the game of soccer.

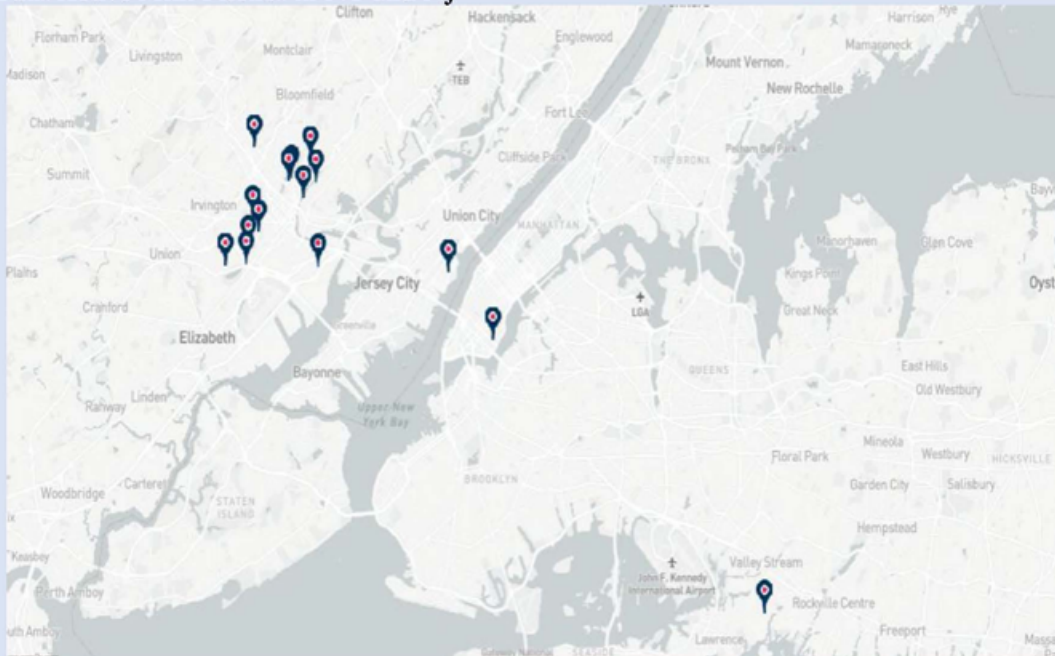
- 3 Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:
- A description of the area of opportunity (e.g., what could be achieved; how would it positively impact on people and the community)
  - A description of how the hosting of games is linked to the opportunity (e.g., how can the event be used as a rallying point for such progress)

## **Soccer Clubs**

### **Red Bulls:**

- Create job opportunities for high school students in Newark, NJ that are interested in becoming a youth soccer coach, which gives them job experience through a paid role while still in high school
- Anti-Discrimination training along with coaching training for a full curriculum to teach coaches how to have difficult conversations when certain situations arise
- Understand that everyone comes from different socioeconomic backgrounds, races, upbringings, etc.
- Getting more kids and families in vulnerable communities more engaged and finding passion in soccer

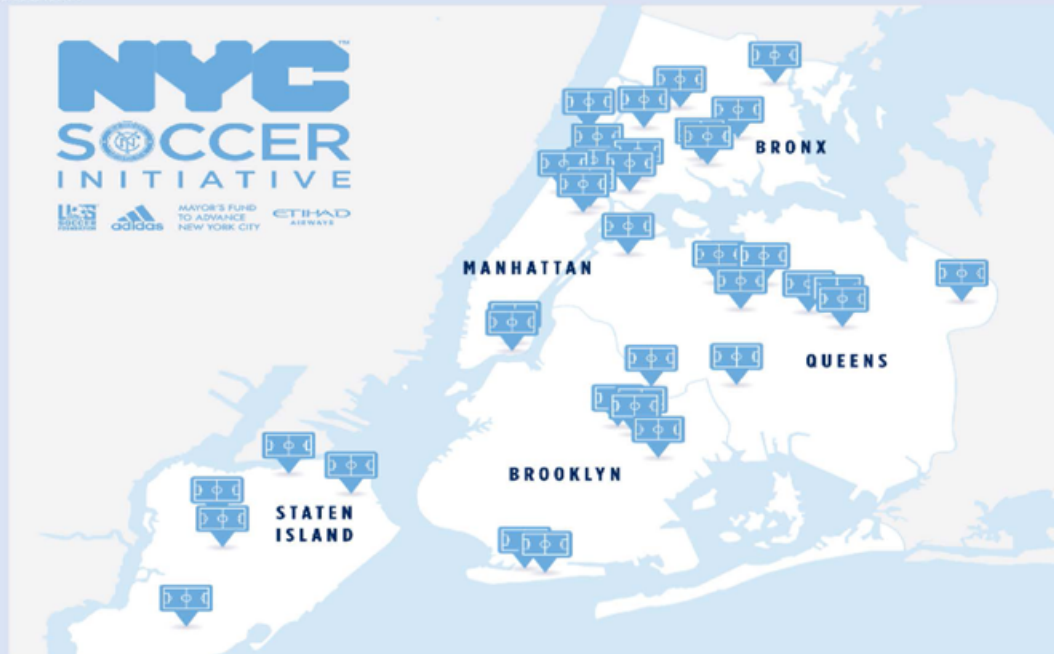
### **Red Bulls Active Mini Pitches in NY and NJ**





## NYCFC

A vision to bring soccer to every community in New York City – building the physical infrastructure to create safe spaces to play and developing the social infrastructure that create safer, healthier, and more connected communities.



## NJ/NY Gotham FC

- Partnerships with youth soccer clubs: Gotham players/coaches run youth clinics operated by their youth club partners
- Player Community Outreach Committee: Gotham FC players have formed a committee to identify needs in the local community and organize outreach events (e.g., donating money to a selected charity for every goal scored, food drives during COVID, etc.)
- Zoom Events: Work with community partners to develop virtual programs discussing the importance of diversity and representation in every level of sports (players, coaches, and front office)

### III. Description of planned measures to address risks and capitalize on opportunities

- 4
- a) The specific measures planned by the host city (e.g., new regulations, mechanisms, or programs).
  - b) Concrete milestones and related time frames for the planned measures
  - c) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures including, for example, the type of involvement, the frequency of meetings, provisions to ensure accessibility for disabled people and people with limited mobility.

#### NJ Department of Treasury

With respect to participation in the NJ goods and services procurement process, state law provides for adequate notification of advertised procurements and fair treatment. For goods and services contracts procured by the NJ Department of Treasury, Division of Purchase and Property (DPP), along with design and construction projects that may be administered by the NJ Division of Property and Construction (DPMC), they are publicly advertised to ensure that stakeholders have full and unfettered access to bidding opportunities. To that end, these contracts are publicly advertised in a newspaper of general circulation and are posted to DPP's eProcurement system NJSTART, thereby giving potential stakeholders notice of NJ goods and services public bidding opportunities and to ensure that bidders of differing demographics and backgrounds can respond to any and all publicly advertised procurements for which they deem themselves qualified. Further, those bidders who registered in NJSTART can select any and all commodities and services codes to receive notice when those commodities and services are being procured.

Additionally, the state, through DPMC, also performs outreach activities regularly to engage firms of all demographics and stakeholders in the community to enable them to respond to procurements they are qualified for as potential bidders. DPMC conducts presentations and informational training seminars to various small, minority, women-owned and veteran-owned businesses to provide guidance for firms to become eligible to bid

	<p>on projects to ensure that all businesses have equal opportunity to bid on state construction projects. Additionally, in certain situations these businesses may participate in contract set-aside for specific business types to achieve enhanced participation by these stakeholders in the procurement process.</p> <p>NJ law further allows for certain procurements to occur with a more narrowly focused advertisement. In these cases, the procurements can be specifically advertised to directly engage stakeholders, including those in a specific community and those in differing demographics, including minority populations, thus helping to ensure that any human rights considerations are addressed.</p> <p><b><u>NYC Mayor's Office of Contract Services</u></b></p> <p>The underlying set of controls for NYC's procurement process is based on a series of rules, regulations, and oversight reviews that are grounded in the City Charter, NYC's Procurement and Policy Board (PPB), comprised of members appointed by the Mayor and Comptroller (each separately elected officials), and local laws promulgated by the City Council, our legislative branch. With different branches of government engaged in the design and oversight of the procurement framework, there is an inherent set of checks and balances to support a system that is fair and protects against corruption, fraud, waste, and abuse.</p> <p>In 2016, NYC rolled out the first phase of a centralized digital Procurement and Sourcing Solutions Portal (PASSPort). Through subsequent releases, NYC's procurement process – from solicitation to award and throughout the contracting process – is digital and transparent. 2021 will usher in another major release of the system that will enable electronic financial management. With a digital, central system, compliance and legal reviews are now required steps embedded in a digital logic, necessary to complete workflows and visible to both the vendors and the contracting agencies.</p> <p>NYC's procurement process includes many levels of vendor "screening" based on the underlying goal to obtain the best goods and services at the best or most advantageous price from responsive and responsible vendors. NYC requires contractors to have an account with the City's Procurement and Sourcing Solutions Portal (PASSPort) and file and maintain disclosures pertaining to their business structure, ownership, leadership, financial management and legal history (for the vendor and its principals). Additionally, agencies conduct responsibility determinations on vendors that receive contract awards. A responsible vendor is one who has the capability to fully perform the contract requirements in all respects and the business integrity to justify the award of a City contract. Oversight entities such as Department of Investigation are also part of the procurement process, as a contract moves from award to registration. Additionally, the NYC Law Department plays a central role to City procurement as they oversee and approve contract documents.</p> <p>Finally, we note that public hearings are a part of NYC's contracting process pursuant to the NYC Charter and PPB Rules. City agencies are required to hold Public Hearings on proposed contracts valued in excess of \$100,000 that are awarded by a method other than competitive sealed bidding. The contracts are published online to give the public an opportunity to review and testify. Agencies must consider testimony before making its final contract award.</p> <p><b><u>Soccer Clubs</u></b></p> <p>New York Red Bull mini pitches are located mostly in Newark, NJ and New York City in neighborhoods that would not necessarily have safe soccer spaces to play outdoors.</p> <p>Youth Soccer Festivals are free, youth clinic format, events for children to attend with their parents and practice shooting, dribbling, passing, and ball control and are hosted throughout NY and NJ with a number being hosted in vulnerable communities that may not have access to soccer.</p>
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered.</p> <p><b><u>NJ Department of Treasury</u></b></p> <p>All bids that are received for a project/contract are reviewed by DPMC to ensure that the bidder has met all the contract requirements and the firm is responsible to receive the contract award in all respects and has met all the statutory and contract requirements. Any failure in meeting these requirements can result in a bid being rejected and the contract awarded to the next firm determined to be the responsible bidder. The bid or fee proposed must be competitive for the work or services to be performed. The goal in all procurements is to ensure that the state receives the all the services required while also ensuring that the firm has met and will continue to meet all the statutory and regulatory requirements to maintain a fair and open bidding and contract delivery process. If any</p>



	<p>bidder believes that the determination of a responsible bidder is flawed, they are permitted to protest the award and a review process can be initiated to hear the protestor's appeal and make a final determination prior to proceeding with the final award. As such, this process incorporates protections for bidders who believe their rights under the law may have been violated. These bid protests are reviewed by independent hearing officers, who review the challenges and the procurement to ensure that a level playing field was maintained for all bidders. This ensures that all stakeholders, including community members as well as businesses, have equal opportunity to participate in NJ's public procurement process.</p> <p><b><u>NYC Mayor's Office of Contract Services</u></b></p> <p>NYC's procurement process is layered with checks and balances to support a system that is fair and protects against corruption, fraud, waste, and abuse. Additionally, the public has an opportunity to review and weigh in on proposed contracts through Public Hearings. With the advent of PASSPort, the procurement process from beginning to end is now centralized, standard and transparent across NYC's Mayoral agencies. The public can see Citywide procurements and, once awarded a contract, a vendor can see every step of the process within the digital platform. NYC has a long history of sharing spending through the Procurement Indicators available at <a href="https://www1.nyc.gov/site/mocs/reporting/current-citywide-indicators-reports.page">https://www1.nyc.gov/site/mocs/reporting/current-citywide-indicators-reports.page</a>, along with additional reporting through focused initiatives like the NYC's Minority and Women-owned Business program. With the roll out of PASSPort, a central electronic portal, NYC has enhanced data reporting capabilities, as well.</p> <p><b><u>Soccer Clubs</u></b></p> <p><b><u>NY Red Bulls</u></b></p> <p>Those groups which are at risk, can also benefit from the efforts put forward by the Soccer clubs. Initiatives from the NY Red Bulls identifies the following groups as both vulnerable but also available to benefit from its efforts:</p> <ul style="list-style-type: none"> <li>• Our local community partners</li> <li>• Newark Public Schools</li> <li>• Local soccer clubs</li> <li>• Leagues and facilities</li> <li>• Other community organizations we work with</li> <li>• Communities within New York and New Jersey</li> <li>• Vulnerable communities</li> <li>• Youth and Adult communities</li> <li>• Job opportunities for experience with exposure to the soccer world</li> <li>• Youth coach</li> <li>• Internships</li> </ul>
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <ol style="list-style-type: none"> <li>a) The specific measures planned by the host city</li> <li>b) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</li> </ol> <p><b><u>Soccer Clubs</u></b></p> <p>Initiatives for consideration as a result of the World Cup to leverage our collective significance to help accelerate soccer in NYC and NJ:</p> <ul style="list-style-type: none"> <li>• Continue with viewing parties with local landmarks and pubs networks with a community aspect within NY/NJ</li> <li>• Free outdoor experience with activations, games, and viewing screens</li> <li>• Street soccer: You can play soccer on any surface from the city to the suburbs to old parking lots, old tennis courts, open grass field, park, etc.</li> <li>• Campaigns and brand awareness: Integrating the World Cup into what we are already doing</li> <li>• Social Justice, Diversity, Equity, and Inclusion: Internal and external education through soccer, within MLS, NWSL, and beyond</li> <li>• Continued Mini-pitch creations in collaboration with Black Players for Change, Black Women's Player Collective</li> <li>• U.S. Soccer Foundation: fundraise to promote soccer in underprivileged areas as well as our partner for mini-pitch construction</li> </ul>

- Hispanic marketing: Working with our Hispanic fans in our backyard with allegiance to their native countries during the World Cup
- Influencers: Working with influencers with global all the way to hyperlocal audiences
- Reaching other soccer audiences that are relevant to the World Cup through their platforms
- Content creation: Amplify our community projects
- Soccer “bites”: Sharing bits of information about what is relevant in soccer with hyperlocal fans and how that relates to the World Cup
- Adult Leagues and Facility Community Partners: Consists of hyperlocal adult leagues and indoor facilities within NY/NJ for World Cup themed tournaments

#### NYCFC: FIFA World Cup Legacy Project

- Bring the world’s game to every community in NYC
- Launch a fund to build community soccer pitches, install lighting, open up gyms to bring soccer within walking & biking distance for every New Yorker
- Engage Youth and Communities through an Annual “Community Cup,” which is an Annual City-wide competition for ALL using the excitement and joy of competition to promote the values of FIFA Credo to live and play by creating a platform connect communities, train and develop community coaches, referees, and inspire “street soccer” in the community
- Create a Soccer for Development Innovation Center of Excellence harnessing technology and sport to create sustainable change in the community
- A centralized hub that brings together stakeholders for programming and services
- A network for shared learning and opportunities to help foster community engagement and collaboration
- Innovation Lab that convenes corporations, non-profits, colleges, and young people to serve as an incubator for sports tech start-ups
- Develop self-sustainable programs through Social Enterprise Initiatives
- Create Community Access Program to connect with local non-profits and civic groups and support with capacity building
- A Global Youth Summit convening young leaders from around the world to tackle social issues in their community through football

City in the Community Foundation Strategic Framework 2020-2026		
<b>Our Mission</b> Empower NYC Youth through Soccer	<b>Strategic Objectives and Organizational Goals</b> <b>Growth and Impact:</b> <ol style="list-style-type: none"> <li>1. <b>Programs</b> -- Serve 10,000 NYC youth annually with free soccer-based programs promoting health, education and youth leadership &amp; enterprise</li> <li>2. <b>Safe Spaces</b> -- Create 50 additional safe spaces to play soccer through new mini-pitches and activation of gyms on wkd nights</li> <li>3. <b>Fundraising</b> -- Raise an additional \$5m through partnerships &amp; donations</li> </ol> <b>Sustainability:</b> <ol style="list-style-type: none"> <li>4. <b>Volunteers</b> -- Engage 100% of NYCFC Staff to support as volunteer mentors</li> <li>5. <b>Infrastructure</b> -- Develop a Center of Excellence in community soccer that serves as HQ for CITC</li> <li>6. <b>Organization</b> -- Establish 5 “CITC Hubs” led by Youth Leadership Councils representing each borough to support with local delivery, development and innovation of programs</li> <li>7. <b>Sporting</b> -- Develop a pipeline of coaches and players to progress into NYCFC Talent Centers and Academy</li> </ol>	<b>Key Issue</b> NYC lacks safe and accessible spaces for young people to play and be active which impacts the physical & mental health and long-term life opportunities
<b>Vision</b> To create opportunities for youth in every NYC community with free access to soccer		<b>Key Performance Indicators</b> <ol style="list-style-type: none"> <li>1. # Youth Served</li> <li>2. # of Safe space Activated</li> <li>3. % of Youth reporting measured life changes</li> <li>4. \$ Raised</li> </ol>
<b>Our Strategic Approach</b> We work in collaboration with local community stakeholders to identify needs, deliver free programs and build capacity for local community based organizations.		<b>Our Competitive Advantage</b> <ol style="list-style-type: none"> <li>1. Diverse and committed network of partners to enable us to scale and share resources and expertise</li> <li>2. NYCFC Platform + Players, Fans, Staff &amp; Partners</li> <li>3. Proven Impact of Core Programs</li> <li>4. Innovative programs to use soccer as a tool to engage youth and develop critical life skills</li> </ol>
<b>Program Pillars</b> <ol style="list-style-type: none"> <li>1. Develop safe and accessible spaces for youth to play soccer</li> <li>2. Delivery free community soccer programming promoting health, education and youth leadership &amp; Enterprise</li> <li>3. Create a connected network of young leaders, programs and Community Partners to innovate, share learning and resources</li> </ol>		

#### NJ/NY Gotham FC

- Viewing parties hosted by Gotham players/coaches with:
  - Youth soccer clubs: Children will participate in games led by players, Q&A session, etc.
  - Gotham FC fans: Hosted at several bars in NYC and NJ
- “Fantasy Camps” for fans: Fans will participate in “training” sessions hosted by Gotham FC players
- Social media: Gotham FC has built a dedicated social media following, which would be leveraged to



	<p>amplify and promote World Cup content, both through involving players with predictions, analyses, etc., and with contests involving fans such as trivia, tournament brackets, etc.</p> <ul style="list-style-type: none"> <li>• Gotham FC's Midge Purce serves as Executive Director of the Partnership with Black Women's Player Collective</li> <li>• Influencers: Work with Gotham FC's extensive network of influencers to promote the World Cup via traditional media, podcasts, and social media</li> </ul>
<b>IV. Stakeholder engagement plan</b>	
7	<p>Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders.</p> <p><b><u>NYC Mayor's Office of Contract Services</u></b></p> <p>NYC has recently overhauled its procurement process through the implementation of PASSPort, a centralized digital platform that facilitates every step of the procurement process, from sourcing to solicitation, response submission and evaluation to award and registration. PASSPort was designed for and with City contractors, with a goal of making contracting more accessible and transparent to our vendor communities, especially our community-based organizations and Minority and Women-owned Business Enterprises. The system is used by all 40 mayoral agencies and programs within the NYC Department of Education. The general public can see Citywide solicitations through a public portal and when a vendor is awarded a contract, they can track each step of the contracting process through PASSPort. Additionally, Public Hearings, integrated into the PASSPort design, are a cornerstone of NYC procurement, providing the general public with notice on proposed contracts and an opportunity to weigh in before an Agency makes an award.</p> <p>Our work to educate members and promote those with programming that serve the accessibility community, has fostered connections industry-wide. The accessibility section of nycgo.com continues to provide a resource for tourists (and locals) looking to explore the city.</p> <p>As we have done over the past 5 months, NYC, along with our partners in NJ, will create a diverse, transparent, and experienced consortium of experts in all matters pertaining to human rights, similar to the approach used in other, large sporting and cultural events conducted in the region. We will seek participation by reaching out to both the private and public sectors to participate, noting the requirements for inclusion and with specific measures to share strategies which can be viewed and critiqued by the public.</p> <p><b><u>Soccer Clubs</u></b></p> <p><b><u>NYCFC</u></b></p> <p>The opportunity for the Professional Soccer Clubs to work more closely with amateur clubs, police leagues, community organizers, and after school programs will result in legacy outcomes as a result of the World Cup. New York City Football Club collaborates with key community stakeholders including city agencies, community-based organizations, public schools, local elected officials, and community leaders to deliver programs and consult on identifying critical needs.</p> <p><b><u>NJ/NY Gotham FC</u></b></p> <p>It is an opportunity for Gotham FC to continue to show that it is a model for diversity and inclusion in the soccer world. Gotham FC currently has the most diverse roster in the National Women's Soccer League and is the only team to have a woman currently serve as its head coach. It would allow Gotham FC to build on and generate more interest in soccer in the NJ/NY area, specifically with women.</p>

**FIFA World Cup 2026 candidate host city human rights stakeholder engagement report:  
Nondiscrimination & Grievances and Access to Remedy**

<b>Name of the candidate host city</b>	New York City / New Jersey
<b>Name of the unit or individual responsible for the delivery of the report</b>	Bruce Revman, Managing Director, NYC & Company Office of the Governor, State of New Jersey: Authorities and Policy Units

**I. Description of stakeholder engagement process**

1	<p>Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:</p> <ul style="list-style-type: none"> <li>a) the format of the engagement (e.g., bilateral meetings or calls, workshops, webinars)</li> <li>b) the entity that led/moderated the engagement</li> <li>c) a list of the names of the participating organizations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise</li> <li>d) a brief description of the topics discussed and relevant outcomes</li> </ul> <p><b><u>NYC Commission on Human Rights</u></b></p> <p>The NYC Commission on Human Rights (The Commission) is the agency charged with enforcing the NYC Human Rights Law (NYCHRL), Title 8 of the Administrative Code, and with educating the public and encouraging positive community relations, by utilizing restorative justice principles to address the harm caused by discrimination and bias, both in its handling of complaints and in its community partnerships. The Commission is divided into two major bureaus: Law Enforcement and Community Relations. The Law Enforcement Bureau is responsible for the intake, investigation, and prosecution of complaints alleging violations of the law. The Community Relations Bureau provides public education about the Human Rights Law and helps cultivate understanding and respect among NYC's many diverse communities through its borough-based Community Service Centers and numerous educational and outreach programs.</p>
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**II. Description of identified risks and opportunities**

2	<p>Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:</p> <ul style="list-style-type: none"> <li>a) A description of the area of risk (e.g., what may adverse impacts on people look like; who may be adversely impacted; what is the severity of the potential adverse impact; what activities may cause such adverse impacts and how are they linked to the tournament hosting; how likely is it that adverse impacts will occur in the absence of additional prevention and mitigation measures)</li> <li>b) A description of existing regulations, systems, and programs the host city has in place to address the risk (e.g., enforcement of legislation and policies; capacity building programs; collaborative programs with community groups)</li> </ul> <p><b><u>NJ Office of the Attorney General</u></b></p> <p>The tournament venues themselves as well as hotels, businesses, and restaurants nearby will all see an influx of attendees from around the world. All of those venues and businesses need to be aware that the New Jersey Law Against Discrimination (NJLAD), enforced by the New Jersey Division on Civil Rights, prohibits discrimination or harassment in employment, housing, and places of public accommodation (places open to the public including sports stadiums, bars, hotels, restaurants, and stores) based on actual or perceived race, religion, national origin, gender, sexual orientation, gender identity or expression, disability, and other protected characteristics.</p> <p>If a person is being subjected to bias-based harassment that creates a hostile environment, an employer, housing provider, or place of public accommodation must take reasonable steps to stop the harassment if they knew or should have known about it. That includes harassment between patrons or spectators, not just harassment by an employee of a venue or a business. In addition, there could also be discrimination in determining who is receiving contracts related to the tournament. To that end, the NJLAD also prohibits discrimination in awarding credit and contracting.</p> <p>Finally, the hosting of the tournament could also exacerbate risks of discrimination if venues are not properly accessible to individuals with disabilities. Under the NJLAD, those facilities are required to provide reasonable accommodations to individuals with disabilities.</p> <p><b><u>NYC Commission on Human Rights</u></b></p> <p>The Commission has identified several urgent risk areas in recent years that includes anti-Black racism, anti-Asian harassment, anti-Semitism, xenophobia, anti-LGBTQI bias, and has worked to develop responses to those risk</p>
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	areas that will continue to be accessible during the 2026 FIFA World Cup. Additionally, the Commission has proactively developed youth programs to engage young people in NYC to practice anti-bias work.
3	<p>Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:</p> <ul style="list-style-type: none"> <li>a) A description of the area of opportunity (e.g., what could be achieved; how would it positively impact on people and the community)</li> <li>b) A description of how the hosting of games is linked to the opportunity (e.g., how can the event be used as a rallying point for such progress)</li> </ul>
	<p><b><u>NJ and NYC</u></b></p> <p>Hosting the tournament in the NYC/NJ region will be an opportunity for broadening inclusive participation in an international event and the game of soccer. We will raise awareness of the diversity in the region and continue to protect marginalized and vulnerable communities. We will partner with local organizations, including soccer clubs, youth organizations, and our advocacy partners to spread positive messages and make a lasting impact on future generations.</p>
<b>III. Description of planned measures to address risks and capitalize on opportunities</b>	
4	<ul style="list-style-type: none"> <li>a) The specific measures planned by the host city (e.g., new regulations, mechanisms, or programs.</li> <li>b) Concrete milestones and related time frames for the planned measures</li> <li>c) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures including, for example, the type of involvement, the frequency of meetings, provisions to ensure accessibility for disabled people and people with limited mobility.</li> </ul>
	<p><b><u>NJ Office of the Attorney General</u></b></p> <p>The New Jersey Law Against Discrimination (NJLAD) is already one of the strongest civil rights laws in the country in addressing discrimination and harassment in employment and places of accommodation. One suggestion would be for all NJ-based businesses engaged in the tournament to receive training on the NJLAD. The New Jersey Division on Civil Rights could prepare training modules for all of the tournament venues as well as other businesses (including hotels and restaurants) in NJ (since many of them will be affected by the influx of visitors for the tournament) to train staff on the requirements of the NJLAD.</p> <p>NJ can also take additional measures to ensure that law enforcement is trained on how to interact with players and spectators attending the World Cup from all around the world, and to ensure that the venues are properly accessible to individuals with disabilities. Finally, NJ can engage in conversations with key stakeholders and community leaders to ensure that any concerns that those stakeholders and community leaders identify are taken into account at every stage of the planning and hosting process.</p> <p><b><u>NYC Commission on Human Rights: Identifying At-Risk Groups</u></b></p> <p><b><u>Anti-Black Racism in New York City</u></b></p> <p>The Commission identifies anti-Black racism as a significant risk area to which the Commission has directly responded. The Commission has strived to respond to the demand placed on local governments to invest in the social and economic well-being of Black people.</p> <p>In February 2019, the Commission released legal enforcement guidance underscoring that race discrimination includes discrimination on the basis of hair. Over the next year and a half, the Commission sought to codify the legal enforcement guidance on natural hair into official City rules. The Commission also included in the rules a ban on discrimination against religious or cultural practices of wearing hair or body hair. In December 2020, the hair guidance was officially adopted into City rules.</p> <p>In June of 2020, the Commission released “Black New Yorkers on Their Experiences with Anti-Black Racism,” a report which detailed the impacts of institutional and structural racism on members of the Black community in New York City. The report resulted in a comprehensive list of proposals and recommendations for the Commission and the City of New York writ large to engage in, in order to better serve Black New Yorkers. These recommendations included: expanding resources directly available to the Black community to hold those who engage in anti-Blackness or the weaponization of white supremacy accountable; developing policy measures specifically aimed at enhancing civil right protections for Black residents; and creating training materials to address race and color discrimination for the staff at agencies within New York City government.</p> <p>Throughout 2020, the Commission also participated in the inaugural cohort of the Executive Order 45 Racial and Social Equity Program, where twelve City agencies were invited to interrogate and workshop the ways that City agency policies foment or buttress white supremacy, and ways that each agency can create internal policies</p>



and procedures, as well as externally, public facing projects that explicitly target roots of systemic inequity in the City. From that year-long project, the Commission is in the process of developing several initiatives targeting the weaponization of white privilege against Black New Yorkers. Within the fiscal year 2020, the Commission assessed \$997,416 in damages and penalties in cases that included claims of race and/or color discrimination.

### **Anti-Asian Harassment in NYC**

The Commission also identifies anti-Asian Harassment as a significant risk area to which the Commission has directly responded. Asian and Pacific Islanders (API) are diverse in nationalities, religious traditions, cultural practices, and languages spoken, yet whether new immigrants or generations-old New Yorkers, APIs share the common experience of being labeled the “perpetual foreigner.”

COVID-19 incited unprecedented levels of anti-Asian bias and discrimination in New York City, and around the country. Between February and June 2020, the Commission saw over 160 incidents of COVID-19-related discrimination targeting Asian New Yorkers, compared to just 22 anti-Asian reports of such incidents during the same period in 2019.

In response to this crisis, the Commission created a COVID-19 Response Team, taking over 200 actions to respond to anti-Asian discrimination exacerbated by COVID, as well as provide emergency interventions where COVID-19 related issues intersected with the NYCHRL. The Commission’s Community Relation Bureau worked in partnership with other city agencies, to conduct town halls in English, Chinese, Japanese, Tagalog, and Korean, to listen to the public and communicate bystander intervention skills as well as the necessity of reporting hate crimes to the appropriate agencies. This programming reached over 6,500 people.

As COVID-19 rages on and anti-Asian harassment leaves many Asian New Yorkers feeling unsafe and vulnerable in the City, the Commission, in collaboration with the Public Artist in Residence Amanda Phingbodhipakkiya, launched a subway art installation entitled “I Still Believe in Our City.” The works featured in the installation couple striking visuals with statistics about discrimination API New Yorkers have faced amidst the COVID-19 pandemic. The panels include words and phrases that have been uttered in hate, juxtaposed with bright colors, symbolic imagery, and portraits of defiant and proud API New Yorkers standing their ground. The Commission launched campaign to combat anti-Asian hate has been broad reaching: 57.6 million estimated impressions for outdoor advertising, 1.306 million social media impressions, and 594,000 impressions for community and ethnic media advertising.

### **Anti-Semitism in NYC**

The Commission also identifies anti-Semitism as a significant risk area to which the Commission has directly responded. In the first six months of Fiscal Year 2020, the Community Relations Bureau’s Bias Response Team responded to 18 anti-Semitic incidents, up 39% from 2019. These responses focused on building community solidarity and stability in the aftermath of a bias incident. The Commission connected with community organizations, such as Jews for Racial & Economic Justice, the Anti-Violence Project, and Congregation Beit Simchat Torahm, and LGBT center for bystander intervention training and launched a public education campaign affirming the rights of Jewish New Yorkers. The public education campaign also directly connected with Orthodox and Hasidic Jewish print media such as Hamodia, JewishPress and Mishpacha. The campaign reached 1.262 million social media impressions, 1.15 million impressions in community and ethnic media advertising, and 70.7 thousand social media engagements.

### **Xenophobia in NYC**

The Commission also identifies xenophobia as a significant risk area to which the Commission has directly responded. With over three million immigrants making up more than one quarter of New Yorkers and speaking over 200 languages, NYC is proudly the most diverse city in the world. Despite that however, immigrants continue to face discrimination, harassment, and xenophobic hate.

In recognition of this, in September 2019, the Commission issued legal enforcement guidance on discrimination based on immigration status and national origin. Under the new legal guidance, the Commission clarified that epithets (such as illegal alien) and demeaning language are illegal in NYC, no matter if they occur in the workplace, housing, or public settings.

Furthermore, in 2020, the Commission also settled a dispute between a tenant and landlord where the landlord violated NYCHRL by repeatedly threatening to report the tenant’s immigration status to Immigration and



	<p>Customs Enforcement as a means of collecting overdue rent. The landlord waived the \$9,000 of overdue rent, paid \$1,000 in penalties, and attended anti-discrimination training.</p> <p>The Commission has assessed \$1,269,984.25 in damages and penalties that included claims of citizenship status, immigration status, and/or national origin discrimination.</p> <p><b>Homophobia and Anti-LGBTQI Bias in NYC</b></p> <p>The Commission also identifies homophobia and anti-LGBTQI bias as a significant risk area to which the Commission has directly responded. In 2020, the United States Supreme Court finally affirmed that federal anti-discrimination protections based on sex prohibit discrimination on the basis of sexual orientation and gender identity. The Commission has maintained its steadfast support of LGBTQI communities.</p> <p>The Commission has held accountable employers, public accommodations, and housing providers in violation of the NYCHRL for anti-LGBTQI discrimination. Throughout Fiscal Year 2020, the Commission assessed over \$600,000 in damages and penalties for claims involving sexual orientation or gender identity discrimination and is unafraid to use its enforcement authority to support LGBTQI communities in addressing immediate harm and seeking resolutions for systemic harm.</p> <p><b>Youth Programming in NYC</b></p> <p>While not a risk factor, the Commission as evidenced above is committed to acting affirmatively to empower NYC communities to create the City that they want to see. NYC is home to the largest and most condensed youth population in the United States and the biggest public-school system in the country. The goal of the Commission's youth initiatives is to cultivate an environment that educates and empowers young people to have critical conversations about human rights issues impacting their communities and become engaged civic leaders.</p> <p>In 2020, the Commission announced the formation of the first-ever youth advisory group, called the YES Council, standing for Youth for Equity and Solidarity. The Commission has also proactively engaged in training and workshops to support and empower students and teachers in the wake of a discriminatory event. Over the Fiscal Year 2020, staff presented approximately 300 youth programs reaching over 5,000 young people. Furthermore, the Commission curated a reading list with over 200 titles named "Stories for All," serving as a resource for parents and educators seeking to have a diversity of voices and experiences reflected in literature for all ages.</p> <p>Through traditional remedies and proactive policies, the Commission has endeavored and will continue to be a space for New Yorkers to seek remedies and reprieve from bias in the City.</p>
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered.</p>
	<p><b><u>NJ Office of the Attorney General</u></b></p> <p>Individuals who believe they have been subjected to discrimination in violation of the NJ Law Against Discrimination can file a complaint with the Division on Civil Rights in the NJ OAG. Complaints can be filed online via the NJ Bias Investigation Access System or by calling 1-833-NJDCR4U. The online system is available in English and Spanish, and individuals can call for translation services for languages other than English or Spanish and for disability-related accommodations.</p> <p>Remedies include reinstatement, compensatory damages, damages for pain and humiliation, and attorneys' fees. Further, respondents may be required to institute equitable relief, including instituting policy changes, undergoing training, or taking measures to prevent further discriminatory instances from occurring.</p> <p><b><u>NYC Commission on Human Rights Law (NYCHRL)</u></b></p> <p>Individuals interested in pursuing their rights under the NYCHRL can choose to either file a complaint with the Commission's Law Enforcement Bureau within one year of the alleged discriminatory act and within three years for claims of gender-based harassment, or to file a complaint in state or federal court within three years of the alleged discriminatory act. The protections of the NYCHRL related to employment apply to all employees, freelancers, independent contractors, and interns (whether paid or unpaid). The Commission can also initiate an investigation into a person, business, employer, public accommodation, housing provider, and other entities if they run afoul of the NYCHRL. There are several remedies available to a person found to be a victim of a human rights violation. The person(s) who caused the harm may be required to pay civil penalties to the City, pay compensatory damages to the victim, and/or be required to undergo restorative justice practices, including anti-bias training, diversity and inclusion programs, community circles, and otherwise finding ways to respond to the</p>

	needs of the victim. Additionally, the Commission also engages in proactive trainings, community dialogues, policy recommendations and implementation, and community programming to stem prejudice and bias before it develops into bias.
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <ul style="list-style-type: none"> <li>a) The specific measures planned by the host city</li> <li>b) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</li> </ul>
	<p><b><u>NJ</u></b></p> <p>As the most diverse region in the nation, NJ has a long history of promoting equity and inclusion and combatting bias. As referenced in point 3, the NJ Law Against Discrimination (NJLAD) is already one of the strongest anti-discrimination laws in the US, protecting individuals in their places of employment and accommodation. NJ will look to continue existing partnerships across State government, including all of the agencies that have provided input to this report, counties and municipalities, non-governmental advocacy partners, and private organizations to develop and deliver training and supports to address discrimination around the World Cup.</p> <p><b><u>NYC</u></b></p> <p>Through traditional remedies and proactive policies, the NYC Commission on Human Rights and the NYC World Cup Organizing Committee will continue to seek remedies and reprieve from bias in NYC. This will require cooperation and consistent communications from all of the entities responsible for the World Cup Games, and appropriate representation leading up to, throughout and post-World Cup. The Organizing Committee will work with a broad coalition of public and private organizations, seeking input, guidance, rules of engagement, and proper management of infractions to assure the most equitable World Cup for the region.</p>
<b>IV. Stakeholder engagement plan</b>	
7	Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders.
	<p><b><u>NJ and NYC</u></b></p> <p>Throughout the FIFA World Cup 2026 bid process, NYC and NJ have engaged stakeholders and sought input on how to best prepare to host games with an awareness for issues that may arise for our most vulnerable populations. As noted throughout this report, NYC and NJ will marshal resources at all levels of government and work with external organizations to ensure the health, safety, and welfare of those participating and attending the games or festivities.</p>



# PARTNERS

AGENCY	WHY ARE WE WORKING WITH THEM	DATES	PERSON(S) INVOLVED	MEANS OF COMMUNICATION
NY AFL-CIO	The New York AFL-CIO is a federation of 3,000 affiliated public sector, private sector, and building trades unions throughout the state, representing 2.5 million members, retirees and their families.	March/April 2021	Ashwini Sulthankaa	Calls, Emails
Athlete Ally	Athlete Ally is a nonprofit LGBTQ athletic advocacy group based in the United States. They focus on making athletic communities more inclusive and less discriminatory and helping athletes to advocate for LGBTQ equality.	4/6/21	Hudson Taylor, Anne Lieberman	Call, Emails
Centre for Sport and Human Rights	General Guidance - Connections to other non-profits specific to NYC.	3/22/21	Mary Harvey, David Grevemberg	Call, Emails
Choose New Jersey	Choose New Jersey is a non-profit economic development organization dedicated to providing resources to businesses interested in making New Jersey their new or second home.	January - May 2021	Jose Lozano, President & Chief Executive Officer	Call, Emails
Gotham Football Club	Gotham FC (formally Jersey Sky Blue) plays its National Women's Soccer League home matches at Red Bull Arena in Harrison, NJ. The Club has been part of the NWSL since its inception in 2012.	May - June 2021	Tiana Jensen, Communications Manager, Ed Nalbandian, Vice Chair, Owner	Call, Emails
Meadowlands Chamber of Commerce	The Meadowlands Chamber is a reputable business association serving the Greater Meadowlands region with over 1100 company members. The Chamber provides forums for members to connect and build relationships that enhance business growth and success. They support all size businesses by providing strong advocacy, business intelligence, access to critical information and an array of resources.	May - June 2021	Jim Kirkos, CEO and senior staff	Call, Emails
MetLife Stadium	Proposed venue to host FIFA World Cup™ matches	January - May 2021	Ron VanDeveen, President and CEO of MetLife Stadium	Call, Emails
New Jersey Department of Children and Families	The New Jersey Department of Children and Families is the state's first Cabinet-level agency devoted exclusively to serving and supporting at-risk children and families. It is focused on and committed to assisting and empowering residents to be safe, healthy and connected.	April - June 2021	Christine Norbut Beyer, Commissioner and senior staff	Call, Emails
New Jersey Department of Community Affairs	The New Jersey Department of Community Affairs (DCA) provides administrative guidance, financial support and technical assistance to local governments, community development organizations, businesses and individuals to improve the quality of life in New Jersey.	April - June 2021	Lieutenant Governor Sheila Oliver and senior staff	Call, Emails
New Jersey Department of Human Services	The New Jersey Department of Human Services (DHS) provides numerous programs and services designed to give eligible individuals and families the help they need for economic and health challenges. They include health insurance through NJ FamilyCare or Medicaid, food assistance through NJ SNAP, independent living supports, personal care services, and more.	April - June 2021	Sarah Adelman, Acting Commissioner and senior staff	Call, Emails

AGENCY	WHY ARE WE WORKING WITH THEM	DATES	PERSON(S) INVOLVED	MEANS OF COMMUNICATION
New Jersey Department of Labor	The Department administers several of the most important programs in State government that affect the daily lives of those in the workforce, such as the workers' compensation courts, the unemployment insurance program, the temporary disability insurance program, the family leave insurance program, wage and hour enforcement, and various One-Stop Career Centers.	April - June 2021	Robert Asaro-Angelo, Commissioner and senior staff	Call, Emails
New Jersey Department of Transportation	The New Jersey Department of Transportation (NJDOT) is the agency responsible for transportation issues and policy in New Jersey, such as maintaining and operating the State's highway and public road system, planning and developing transportation policy and assisting with rail, freight and intermodal transportation issues. It is headed by the Commissioner of Transportation.	April - June 2021	Diane Gutierrez-Scaccetti, Commissioner and senior staff	Call, Emails
New Jersey Department of Treasury	The mission of the New Jersey Department of the Treasury is to formulate and manage the state's budget, generate and collect revenues, disburse the appropriations used to operate New Jersey state government. The department's overriding goal is to ensure the most beneficial use of fiscal resources and revenues to meet critical needs, all within a policy framework set by the governor.	April - June 2021	Liz Muoio, Treasurer, and senior staff	Call, Emails
New Jersey Governor's Office	The New Jersey Governor's Office leads the executive branch in the State and is responsible for coordinating with the various departments, agencies, commissions, boards, and authorities under its purview.	Throughout bid process	Authorities and Policy Units and senior staff	Call, Emails
New Jersey Office of the Attorney General, including the Division of Civil Rights and the New Jersey State Police	The Office of the Attorney General and specifically the New Jersey Department of Law and Public Safety focuses on protection of the lives and property of New Jersey residents and visitors. The department operates under the supervision of the New Jersey Attorney General. The department is responsible for safeguarding civil and consumer rights, promoting highway traffic safety, maintaining public confidence in the alcoholic beverage, gaming and racing industries and providing legal services and counsel to other state agencies.	April - June 2021	Gurbir Grewal, Attorney General and senior staff, along with heads of the Division of Civil Rights and the New Jersey State Police and senior staff	Call, Emails
New Jersey Sports and Exposition Authority	The New Jersey Sports and Exposition Authority (NJSEA) provides for the ongoing operation of the MetLife Sports Complex, which has entertained hundreds of millions of people from all over the world for the past 40 years.	Throughout bid process	Vincent Prieto, President and CEO and Claudia Locricchio, Manager Arena Operations & Special Events	Call, Emails
NJ Transit	NJ TRANSIT's mission is to move New Jersey and the region by providing safe, reliable and affordable public transportation that connects people to their everyday lives, one trip at a time. Covering a service area of 5,325 square miles, NJ TRANSIT is the nation's third largest provider of bus, rail and light rail transit, linking major points in New Jersey, New York and Philadelphia. The agency operates an active fleet of 2,221 buses, 1,231 trains and 93 light rail vehicles. On 253 bus routes and 12 rail lines statewide, NJ TRANSIT provides nearly 270 million passenger trips each year. NJ TRANSIT also administers several publicly funded transit programs for people with disabilities, senior citizens and people living in the state's rural areas who have no other means of transportation.	April - June 2021	Kevin Corbett, President and CEO and senior staff	Calls, Emails



AGENCY	WHY ARE WE WORKING WITH THEM	DATES	PERSON(S) INVOLVED	MEANS OF COMMUNICATION
NY Red Bulls	The New York Red Bulls is a professional soccer club based in the New York metropolitan area. The Red Bulls compete in Major League Soccer (MLS) as a member of the Eastern Conference.	Throughout bid process	Shawn Oliver, Vice President, Operations, Kelsey Meehan, Marketing Coordinator	Call, Email
NYC & Company	NYC & Company is the official destination marketing organization (DMO) and convention and visitors bureau (CVB) for the five boroughs of New York City. NYC & Company provides resources for visitors to discover everything they need to know about what to do and see in NYC	4/7/21	Jon Durbin, Rondel Holder	Calls, Emails
NYC Administration for Children's Services	The Administration for Children's Services (ACS) protects and promotes safety and well-being of New York City's children and families by providing child welfare, juvenile justice, and early care and education services.	5/6/21	David Hansell, Commissioner, and senior staff	Calls, Emails
NYC Central Labor Council	The New York City Central Labor Council (NYCCLC) is a non-profit labor membership organization devoted to supporting, advancing and advocating for the working people of New York City. The NYCCLC brings together 300 local unions from every trade, occupation, public and private sector of the New York economy.	Throughout bid process	Xiomara Loarte	Calls, Emails
NYC Commission on Human Rights	The New York City Commission on Human Rights is charged with the enforcement of the Human Rights Law, Title 8 of the Administrative Code of the City of New York, and with educating the public and encouraging positive community relations.	March/April 2021	Brittney-Jade Saunders, Deputy Commissioner, Tolu Tasleemah Lawal, Legal Fellow	Calls, Emails
NYC Mayor's Office of Contract Services	The Mayor's Office of Contract Services works with agencies, vendors, and providers to ensure that the contracting process is fair, efficient, transparent, and cost effective to the City. Our mission is to: Provide leadership in the procurement process through knowledge, teamwork, and communication.	Throughout March 2021	Dan Symon, Director, Jennifer Gelling, Asst., Ryan Murray, Asst.	Calls, Emails
NYC Mayor's Office of Disability	The Mayor's Office for People with Disabilities works hand-in-hand with other City agencies to assure that the voice of the disabled community is represented and that City programs and policies address the needs of people with disabilities.	5/4/21	Commissioner Victor Calise and senior staff	Calls, Emails
NYCFC	The New York City Football Club is an American professional soccer club based in New York City that competes in Major League Soccer (MLS).	Throughout bid process	Gabe Gimenez, Matt Goodman, Paul Jeffries, and Brad Sims	Calls, Emails
NYCLU	The NYCLU conducts legal, legislative, lobbying, educational and community organizing activities. The NYCLU Foundation conducts litigation, advocacy, public education and special projects but does not conduct legislative lobbying, which cannot by law be supported by tax-deductible funds.	4/6/21	Donna Lieberman, Lee Rowland	Calls, Emails

AGENCY	WHY ARE WE WORKING WITH THEM	DATES	PERSON(S) INVOLVED	MEANS OF COMMUNICATION
NYPD	The New York City Police Department (NYPD) is the largest police department in the United States, with approximately 36,000 officers and 19,000 civilian employees. The NYPD is responsible for policing an 8.5- million-person city, by performing a wide variety of public safety, law enforcement, traffic management, counterterror, and emergency response roles. The department also has 12 transit districts to police the subway system and its nearly six-million daily riders. Additionally, uniformed civilians serve as traffic safety agents on the city's busy streets and highways, and as school safety agents, protecting public schools and the over-a-million students who attend them.	May 2021	Oleg Chernyavsky, Assistant Deputy Commissioner for Legal Review	Email
Port Authority of New York and New Jersey	The Port Authority oversees much of the regional transportation infrastructure, including bridges, tunnels, airports, and seaports, within the geographical jurisdiction of the Port of New York and New Jersey. This 1,500- square-mile (3,900 km <sup>2</sup> ) port district is generally encompassed within a 25-mile (40 km) radius of the Statue of Liberty National Monument.	April - June 2021	Peter Simon, Chief of Staff and senior staff	Calls, Emails
Power of Sports	The Power of Sport Lab, is a platform to fuel and magnify creativity, diversity, connection and leadership through sport.	3/30/21	Eli Brown	Calls, Email

## PRESENTATION PARTICIPANTS

The following participants presented the NY/NJ Human Rights Report to FIFA on December 7, 2021:

- Candice M. Alfonso, Senior Staffer, State of New Jersey
- Oleg Chernyavsky, Assistant Deputy Commissioner, Legal Matters, NYC Police Department
- Brianna Keys, Policy Advisor, NJ Office of the Governor
- Lauren Nathan-LaRusso, Senior Counsel, Authorities Unit, Office of the Governor, State of New Jersey
- Elisa Neira, Deputy Commissioner, NJ Department of Human Services
- Christine Norbut Beyer, Commissioner, NJ Department of Children and Families
- Joseph Petrecca, Assistant Commissioner, NJ Department of Labor
- Bruce Revman, Managing Director, Partnerships and Sports, NYC & Company



# NEW YORK / NEW JERSEY: 2026 FIFA WORLD CUP HUMAN RIGHTS EVALUATION FOLLOW UP QUESTIONS

Ergon

## BACKGROUND

FIFA has asked each of the prospective host cities in Canada, Mexico and the United States to submit a human rights stakeholder engagement report as part of their bid to host games during the 2026 FIFA Men's World Cup™. In these reports, each city was expected to set out how they are working, and will continue to work, with stakeholders to identify and address potential human rights impacts associated with hosting the tournament and to maximise opportunities for a positive human rights legacy.

Each city's submission was assessed by Ergon Associates Ltd. Ergon, a leading human rights research and consultancy agency, with deep knowledge and experience in tackling human rights matters linked to mega sporting events.

## FOLLOW UP QUESTIONS

Based on the review of submitted materials, Ergon has prepared a list of questions to provide cities with the opportunity to clarify or strengthen their submission on the human rights component of their bids. Some of these questions may be responded to as part of the city's presentation during their focused human rights call, and may serve as the basis of discussion after the presentation. Where appropriate, the city may instead choose to submit additional evidence and information as part of their final addendum submission. It is recommended that additional information presented in the city discussion is reflected in the final written submission.

## STAKEHOLDER ENGAGEMENT

1. Could the city confirm who was responsible for compiling the report submitted to FIFA? Did individual agencies submit information themselves after engaging with stakeholders?
  - ▶ The State of New Jersey and City of New York leveraged government agencies to respond directly and compile the report. The agencies engage stakeholders daily to inform and improve all their work, and that would be no different in the planning and implementation of the 2026 FIFA World Cup. We know that the agency responses incorporate and are informed by their entrenched stakeholder relations.
2. Could the city indicate if there 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)?
  - ▶ One silver lining of the COVID-19 Pandemic is that it has made democracy and governing more transparent and accessible to the public through virtual engagement. New Jersey and the City of New York, and our respective agencies, have built systems and processes for stakeholder engagement that span in person and virtual meetings, as well as the solicitation of feedback through email and phone calls to ensure diverse perspectives are heard.
3. Please provide a full list of stakeholders engaged (name of organization) and if possible, provide information on whether they have been engaged specifically to discuss the identified areas of risk in relation to the tournament.
  - ▶ You will find our complete list of those stakeholders in our report. All stakeholders have been engaged to address potential risks as a result of hosting and conducting a mega sporting event.
4. Could the city provide more detail on their engagement regarding workers' rights, and how, for example labour unions were considered and engaged?
  - ▶ Our host city partners, including MetLife Stadium, and government agencies, including the NJ Department of Labor and Workforce Development, NYC Department of Consumer and Worker Protection, and the NJ Office of the Governor and New York City Hall have long-standing partnerships with our local labor unions to ensure a strengthened and protected workforce that benefits from collective bargaining and union representation. We also have engaged the local NY and

NJ chapters of several labor unions and workers' rights groups on the report, the bidding process and its consideration of human rights, and our need and desire to partner with them in the preparation for the 2026 FIFA World Cup over the next four and a half years, should the NY/NJ Host City bid be successful.

5. 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?
  - ▶ The final report has been shared with the agencies who provided input. We have met with external stakeholders and informed them of the report, that it is written from a government perspective, and that we will be sharing it in the coming weeks. We want them to take time to review and assess it and we will have continued dialogue on the challenges that we anticipate needing to address in the coming four and a half years.
6. Does the city consider the tournament to impact additional rightsholders, other than those identified in the Ergon report?
  - ▶ We have a vast network of stakeholders that represent different foci and diverse populations. While this report is written from a government perspective, our stakeholder relationships are our lifeblood, they inform our work daily, and those longstanding relationships informed our perspectives for this report. We have teams whose sole job it is to maintain ongoing relationships with community organizations to ensure their needs are being met and their voices heard in our work. We will partner with them over the next four and a half years in preparation for the 2026 FIFA World Cup. We would not be able to, and we would not want to do this any other way.
7. If possible, please provide any additional information on topics discussed or any captured outcomes from stakeholder engagement.
  - ▶ In stakeholder engagement conversations, key questions have been how the State, City, and FIFA are going to ensure diverse access to the benefits that stem from the 2026 FIFA World Cup (jobs, contracts, access to games and fan experiences, etc.). We have shared our commitment to them in this area and expressed that we absolutely need their partnership to help us identify the locations for targeted investment and engagement around the tournament to be most impactful and accessible.
8. If possible, please provide any letters of support from public bodies or organisations representing affected groups.
  - ▶ In addition to a Letter of Support from the Governor of New Jersey, Philip Murphy, and the Mayor of New York City, Bill de Blasio, we have also provided letters of support from our three professional soccer clubs: NYCFC, NY Red Bulls, and the Gotham FC. These letters can be found in our Executive Summary.
9. Could the city confirm whether there is a plan or whether the city is willing to create a plan for external stakeholders to provide expert input and support to address adverse impacts associated with hosting the tournament? Could stakeholders be involved in the development of that plan?
  - ▶ Absolutely. We have already communicated to stakeholders that we not only desire their input, we need it. We have made clear that we will continue to be engaged in the process, and, if the NY/NJ bid is successful, that an organization dedicated solely to the planning and implementation of hosting will be created and will have staff dedicated to stakeholder engagement and human rights advancement around the 2026 FIFA World Cup.

## **RISK ASSESSMENT AND MITIGATION MEASURES**

10. 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). Did stakeholders help inform risk identification?
  - ▶ Because we do this work day in and day out, our agencies inherently know some of the risks that come with large-scale and mega sporting events. The relationships they have with stakeholders to carry out their daily work informed their responses to the report. We further have met with key stakeholders to allow them to voice concerns this far ahead of the tournament, even before the bid process is complete. Those stakeholders and more will continue to inform risk identification and ensure robust mitigation strategies and policies.
11. Apart from risks related to worker rights, has the city gone through a process of analysing the severity of risks for other areas? (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).
  - ▶ Our work in government requires us to always be prepared for the unexpected. The COVID-19 Pandemic is a prime example of that. There is no way we could have anticipated a pandemic that would literally shut down our economy



and lives. However, we responded quickly and nimbly to save lives and have ensured robust policies and supports moving out of the pandemic to ensure equitable recovery. We have existing and ongoing efforts to assess upcoming risks in the areas identified in the report and all areas that impact New Yorkers and New Jerseyans. Moving forward, we will continue to work with our stakeholder partners to identify emergent challenges.

12. Has the city identified whether activities related to the tournament may lead to heightened risk? Would mitigation measures be key to preventing risk from materialising?
  - ▶ The region looks at the risks associated with all events held and incorporates a 360-degree approach involving government agencies, community organizations, and businesses in order to conduct safe, secure, and enjoyable events. While each event is nuanced, the experience of conducting large scale events on a frequent basis provides the region a foundational base of best practices, appropriate public/private engagement, and the benefits of incorporating learnings to modify in real time.
13. The report notes that some contextual issues, such as Covid-19, may impact the risks identified or may bring about new ones. Do you feel that other similar challenges or opportunities may affect how the city implements identified or proposed measures?
  - ▶ As noted in a previous question, it is our job to do our best to plan for the unexpected. As the most densely populated and diverse region of the US and the top tourist destination in the country, we are entirely prepared for the unpredictability that comes with mega sporting and large-scale events. Over the past two years, the region has been able to maintain an aggressive event schedule, including sports events with the NFL, MLB, NBA, MLS, and NHL, and non-sporting events such as the Macy's Thanksgiving Day Parade and the New Year's Eve Times Square Celebration. These events highlight the region's ability to bring large groups of people together, while incorporating appropriate health protocols and screenings. The region's approach has always been to use our imagination to consider all possibilities which could have an impact on the safety, security, and enjoyment of any big event conducted in the region. As we thoughtfully plan for hosting the 2026 FIFA World Cup, we will seek to leverage our entrenched expertise and stakeholder relationships to account for the contingencies that may arise in the next four and a half years.
14. Could the city provide further information on progress regarding housing measures (in relation to plans for the establishment of new shelters)?
  - ▶ NYC's goal was to establish approximately 90-100 new shelters throughout the five boroughs. The realization of this goal was slowed during COVID-19; however, "new use laws" converting closed hotels into both temporary and permanent shelters emerged. The use of closed hotels for supportive housing (over 25,000 units potentially available), is a new and unique opportunity for NYC to manage appropriately and is one which the new administration in City Hall will be enacting to secure the necessary zoning to transition hotel zoned properties to alternative use properties.
15. Could the city confirm whether stakeholders beyond government bodies would be involved in the development and implementation of planned measures? How would that engagement take place?
  - ▶ Absolutely and this is already occurring. New Jersey and New York City have consulted with external stakeholders and are planning for sustained and meaningful stakeholder engagements that reflect the diversity and needs of our jurisdictions. We will be leaning on and relying on the counsel and guidance of our community organizations, labor unions, local businesses, and governmental partners to help craft meaningful strategies for the implementation of the FIFA World Cup to ensure human rights are elevated throughout.
16. Please provide any comments and views received from representative stakeholders on adequacy of existing measures to address risks (views may be positive or negative).
  - ▶ Our stakeholders, both from the government and community, are in a constant dialogue to improve existing policies, programs, and services on an array of matters as they are faced daily. We will continue this conversation over the next four and half years as we prepare and implement the highest levels of safety and security in advance of the 2026 FIFA World Cup.

## COMPLAINTS AND REMEDY

17. Is the city willing to consider a commitment to providing remedy for all adverse impacts caused by or contributed to by the organising and delivery of the tournament?

- ▶ Absolutely. We have communicated that not only will our Host Organizing Committee be seeking input on all matters which may impact the region (both good and bad) as a result of the tournament, we have also made it clear that we will continue to be engaged post the 2026 FIFA World Cup.

## IMPLEMENTATION OF OPPORTUNITIES FOR A POSITIVE HUMAN RIGHTS LEGACY

18. Can the city clarify whether planned measures for implementing opportunities for a positive human rights legacy, such as the human trafficking awareness training proposed for stadium staff is listed in the legacy opportunities section of the report, would continue for new employees after the tournament is finished?

- ▶ Yes, we view the opportunity to host the 2026 FIFA World Cup as one to create a long-lasting, meaningful, and quantifiable impact, furthering our human rights efforts. We will look to each of the key areas and the programs and policies that are developed during planning and implementation of the 2026 FIFA World Cup for guidance on permanent changes and improvements to our systems.

## ADDITIONAL QUESTIONS

19. Could the city provide a description of the process taken to identify relevant stakeholders to engage with?

- ▶ As government officials, we were aware of the respective expert agencies for each of the six topics presented to us by FIFA. We went to each of them, asked them to review the report and provide responses to the posed questions given their extensive experience in these areas and their stakeholder and community relationships. We leveraged our agencies for this report specifically because of their expertise and longevity. We asked them to lean on their decades of experience in these areas, their developed understanding of working around large-scale events and short-term programs, and the permanently established infrastructure and relationships they leverage to carry out their work in their responses for the report.

20. Could the city provide further information on how different engagement across issue areas has been coordinated centrally?

- ▶ The NJ Governor's Office and NYC & Company worked collaboratively as the central leads on soliciting responses for the Human Rights Report. We shared the Ergon Audit (as we received it) to all entities via email, then reviewed on virtual meetings, solicited written feedback, and compiled it into the single cohesive report that has been submitted and publicly released.

21. Could the city provide further detail on how stakeholder engagement took place (were calls and emails bilateral or done with multiple stakeholders), and how information from this fed into information on the risks, or in the plans and commitments set out in the report? Could the city provide additional information on how it plans to receive and incorporate stakeholder feedback into its processes in the future?

- ▶ In general, the information shared, discussed, and reviewed was done via virtual meetings and emails. Typically, individual agency meetings were held, but in some instances, we conducted joint virtual meetings to further support collaborative responses to the report, for example with the NYC Administration of Children's Services and the NJ Department of Children and Families. We have communicated to the government stakeholders the engagement that will be necessary as we plan for and implement the 2026 FIFA World Cup, should the NY/NJ Host City bid be successful. As we have noted elsewhere, we have extensive and entrenched stakeholder relationships across agencies and administrations that inform our daily work. We have met with external stakeholders and shared our next steps plan for ensuring continued and meaningful engagement in the planning and implementation process once the Host City selections and announcements are made, should the NY/NJ bid be among those selected.

22. Please provide updated information on stakeholders engaged to date.

- ▶ We continue to remain in regular contact with stakeholders around the progression of the NY/NJ Host City bid. We have communicated our desire to partner with stakeholders in the preparation for the 2026 FIFA World Cup and, should the NY/NJ bid be successful, have communicated our intent to create a dedicated organization that will lead the planning and implementation for the 2026 FIFA World Cup in our region and will continue sustained, meaningful stakeholder engagement and collaboration.



23. 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.
- ▶ In conversations with external stakeholders, their primary concerns have been ensuring that diverse communities benefit from the positive impacts of the 2026 FIFA World Cup in NY and NJ. They want to see a commitment to high quality jobs and labor protections around the 2026 FIFA World Cup and they want to see women, people of color, and individuals with disabilities in those high-quality jobs as well as the contracts that come with the tournament. They also want to see us ensuring communities of color and underrepresented neighborhoods benefit from the influx of visitors and economic investment. We have reiterated our commitment to these efforts, as they are long-standing efforts across NY and NJ. We have further communicated that we will look to rely on them to help us connect with diverse communities to ensure they are aware of the opportunities that arise around the 2026 FIFA World Cup and are thoroughly engaged.
24. Are NY/NJ recognized as a “Child Friendly City” as per UNICEF’s initiative? Are there plans to be in the near future?
- ▶ As a state, New Jersey is not eligible for Child Friendly City Designation. The US is currently embarking on its first two-year cohort of five cities which launched last year. New York City is not one of the five pilot cities.
25. Does the city have a free hotline for reporting concerns and rights violations to and by children and a helpline for children to seek advice and help?
- ▶ There are a number of hotlines in NJ and NYC designed to help children. In NYC, anyone can call 311 or the New York State Central Register at 1-800-342-3720 to report suspected abuse or neglect. NYC WELL is a text, phone line, and chat resource for children and adults to seek mental health support. 311 and NYC WELL can also help individuals find services to help with mental health issues, substance use, and reported or suspected abuse and neglect. In NJ, anyone can call 211 or the NJ Child Abuse and Neglect Hotline at 1-877-NJ-ABUSE (877-652-2873). NJ also has 2NDFLOOR, which is a helpline with an online message board, phone line, and text line for youth aged 10-24 to talk with their peers and trained adults about any challenges they are facing at home, school, or any aspect of their lives. 2NDFLOOR can also report reported or suspected abuse and neglect.
26. Has your city and/or municipality require local recreation and sports programs, clubs and leagues to have safeguarding policies and procedures to receive city and/or municipality funding and/or use of facilities?
- ▶ Use of privately owned public spaces or public spaces must fully comply with applicable permitting and other proper use requirements, such as safety, security, accessibility, and visibility measures, to name just a few. All leagues using public spaces must have proper insurance and must complete a permitting application stating as such.



**[NYNJ2026.COM](http://NYNJ2026.COM)**