



# DALLAS HUMAN RIGHTS PLAN



FIFA World Cup 2026<sup>™</sup>  
Candidate Host City

## Executive Summary

Dallas' FIFA World Cup 2026™ plan is simple, with big and bold ideas supported by a community ready to take action. It is simple because stakeholders already take their responsibility for protecting and promoting Human Rights across a broad spectrum seriously, which has provided Dallas a solid foundation to build this plan upon. It is as big and bold as Texas, because stakeholders appreciate the opportunity to do more good with FIFA and commit to executing beyond the minimum standards to exceed expectations of our community and FIFA for Human Rights advancements.

Major human rights impacts require broad collaboration and economic stability. With coverage of FIFA World Cup 2026™, Dallas will shine a light on human rights through potential events such as **Human Rights Symposiums, Unity Games, Supplier Diversity Fairs, Accessible Design Awareness** experiences and a commitment to social impact.

There is no shortage of inextricable links between the world of sport and human rights. In North American sports today, athletes, coaches, leagues and team shareholders have taken a more public and collective stance in support of human rights than at any time in history.

Dallas has no shortage of professional sports teams, both men's and women's, including all North American Major League Sports. The athlete and front office rosters of these teams represent a wide variety of backgrounds, countries and cultures. This includes the **first female CEO** of a men's major league team in North America.

Corporations based in Dallas also have an exemplary track record supporting human rights around the world. AT&T invests in cyber-security; Toyota North America leads accessibility and disability awareness; and PepsiCo advances health and sustainability - all contributing to UN Global Goals.

In developing this plan we framed our partnership with FIFA as we do our partnerships with teams, businesses, civic leaders, and citizens across the Dallas/Fort Worth metro area. **When FIFA wins, we win!** By working together, the Dallas 2026 Bid Committee and hundreds of stakeholders will amplify the power of FIFA's platform to positively impact human rights, social impact, and youth engagement to advance the impact of FIFA World Cup 2026™ culturally, economically, and politically in Texas and beyond.

Finally, it is important to note, after North America was awarded the FIFA World Cup 2026™, Dallas faced, adapted and led through the complexities of a global pandemic, election integrity, and environmental uncertainty at the local, state and federal levels. The experiences have primed our community leaders to face and navigate such challenges with confidence, taking a **people first approach** to policy-making should the unforeseen occur.



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# WELCOME TO DALLAS



FIFA World Cup 2026™  
Candidate Host City





## WELCOME TO DALLAS

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### Human Rights Progress: Past, Present and Future

Resting in the international nexus of Canada, Mexico and the east and west coasts of the United States, **Dallas is the linchpin for FIFA World Cup 2026™**. The City of Dallas is home to more than 1.3 million residents. The greater metro region, known as North Texas, includes ten counties and the principal cities of Dallas, Fort Worth, Arlington, Frisco, Plano, Irving and Denton. The region is rapidly growing, with a 20% growth rate over the last decade and more than 7.5+ million residents. Additionally, North Texas is one of the world's busiest transportation hubs and home to headquarters of two dozen Fortune 500 companies. Anchored by a strong network of higher education and healthcare institutions, Dallas is a national leader in healthcare, technology, financial services, defense, and transportation industries.

This environment has created a special opportunity for the development of human rights advancements in our region. Dallas is home to thousands of nonprofit organizations championing human rights issues such as:

- **Fair housing**
- **Workers' and LGBTQI+ rights**
- **Immigration and asylum**
- **Disability awareness and access**
- **Human trafficking**
- **Child abuse and domestic and intimate partner violence**
- **Genocide awareness and hate crime prevention**
- **Gender equity**
- **Environmental justice**



Accompanying and supporting the work of these organizations are a host of individuals, groups, companies, and government entities. Work groups, neighborhood associations, community leaders, and task forces discuss new and recurring issues, then plan and implement action steps.

Over time, Dallas has demonstrated progressive leadership in Human Rights in many forms. The City of Dallas in particular has distinctions such as:

- First City in Texas designated a Welcoming City by Welcoming America
- Living minimum wage requirements for all City of Dallas employees
- Chief of Equity & Inclusion including Fair Housing and Welcoming Communities and Immigrant Affairs
- Human Rights Campaign (HRC) municipal equality index (MEI) perfect score of 100
- Office of Integrated Public Safety Solutions (OIPSS) using data across departments including DPD and Code Enforcement to prevent criminal mischief in Short-Term Rentals (STRs)
- Partnering with Dallas County, the Dallas Housing Authority and Metro Dallas Homeless Alliance to collectively invest \$70 million to house over 2,600 individuals and families experiencing homelessness over the next two years.

Dallas is home to one of the most inclusive nondiscrimination ordinances in the United States. In 2002, Dallas expanded its nondiscrimination ordinance to include citywide protection against discrimination based on sexual orientation and gender identity. In 2014, the Dallas City Council passed a resolution stating the city's full support of equal rights for lesbian, gay, bisexual, and transgender (LGBTQI+) **employees of the city of Dallas, citizens within the city of Dallas, and visitors to the city of Dallas**, and the city's personnel rules were amended to separately define sexual orientation and gender identity and expression.

In 2021, the Dallas City Council voted to adopt a ten-year [Economic Development Policy](#) (2022 – 2032). This policy recognizes the abundance of opportunities in Dallas to lead North Texas to become a more equitable, sustainable, and prosperous region, and acknowledges that **the diversity of our communities enhances our economic development potential**.

Despite these advantages, Dallas will only thrive if it pursues an exhaustive approach that meets the needs of businesses large and small, while simultaneously fostering job creation, diverse housing opportunities, workforce development, and employee retention at every level of the economy. The policy shares how Dallas must improve how it assists with small business, entrepreneurship, and existing industry growth, as well as how it provides equitable economic pathways for its residents. The guiding principles of this policy include generating economic vitality, promoting community sustainability, creating conditions for smart growth and sustainable development, and delivering responsible governance.

In November 2014, through a voter referendum, **Dallas citizens voted overwhelmingly (77%) to approve a city charter amendment to prohibit discrimination** based on “sexual orientation,” as well as “gender identity and expression,” which spurred the Dallas City Council to amend the City's nondiscrimination ordinance to separately define sexual orientation and gender identity and expression, to be consistent with the city's personnel rules and city charter. Dallas' actions on its nondiscrimination ordinance have had an influential impact on neighboring municipalities, with the adoption of similar nondiscrimination ordinances in Plano, Mesquite, and most recently, in Arlington, Texas.







The efforts of the Dallas Mayor's LGBT Task Force (established in 2009) have led to the incorporation of a full-time [LGBTQI+ liaison officer at the Dallas Police Department](#), LGBT cultural competency training at the Dallas Police Academy and Dallas Fire/Rescue Academy, and inclusion of sexual orientation in the Dallas Police Department's employee nondiscrimination policy. Other Task Force policy accomplishments include:

- Full inclusion of equitable family members for LGBTQI+ employees in its "Plus One" Family Medical Leave Act (FMLA)
- Full inclusion of spouses/partners of LGBTQI+ employees in City pension benefits
- Full inclusion of spouses/partners of LGBTQI+ appointees to City boards and commissions in ethics standards
- Full inclusion of spouse/partner/dependents of LGBTQI+ employees in City healthcare benefits
- Fully inclusive City healthcare benefits per World Professional Association for Transgender Health (WPATH) standards for transgender employees/spouses/dependents

In 2016, the Task Force began its focus on LGBTQI+ homeless youth by conducting a needs assessment and serving as a convener for representatives from the public, private and nonprofit sectors, leading to the launch of Outlast Youth, an organization whose mission is to reduce and prevent LGBTQI+ youth homelessness in Dallas and surrounding counties. Outlast Youth provides resources for medical and housing needs, domestic violence, human trafficking, crisis call centers and faith-based programs. These and other efforts have led to Dallas earning a [perfect 100 score on the Human Rights Campaign \(HRC\) Municipal Equality Index \(MEI\) for six consecutive years](#).

Looking forward, Dallas will continue to work with local and state leaders, business coalitions, community and advocacy groups to **support a comprehensive nondiscrimination ordinance at the state legislature**.

Human trafficking is being addressed at a state and local level, with Dallas implementing programs that recognize, address, combat, and prevent this critical issue. The Hotel Association of North Texas (HANTX), based in Dallas, has partnered with Business Ending Slavery and Trafficking (BEST) to provide free human trafficking prevention training for hospitality management and staff. BEST is the first nonprofit organization in the country dedicated entirely to working with businesses to disrupt human trafficking and recognizes that hotels and other lodging establishments have an important role to play in keeping our community safe from this harm.

In 2018, the Dallas Police Department relaunched its special vice unit aimed at eradicating human trafficking with a strategy that involves collaboration with local nonprofit organizations as well as **local, state, and federal agencies to create a unified front against trafficking**. The approach is intended to ensure an interaction with law enforcement is an opportunity for a trafficked person to escape exploitation and pursue punishment for the human traffickers.

Since 2015, Dallas Area Rapid Transit (DART) has partnered with Safe Place to designate trains, busses, and other DART vehicles as a “Safe Place” for individuals who are victims of human trafficking, other abuse or sense they are in danger. Additionally, **DART has partnered with more than 27 organizations to form the Human Trafficking Transportation and Community Partners group**. The group advocates for victims of youth homelessness and sex trafficking to seek safety and find resources and implements a public awareness program on human trafficking.

Over several legislative sessions, the State of Texas has passed new laws to address human trafficking. Most recently in the 2021 87th State Legislature, HB 390 passed into law. This bill **requires all hotel and other commercial lodging establishment employees to receive annual training on the prevention of human trafficking activity**. New employees will be trained within 90 days of hiring on how to recognize and report human trafficking activity. The Texas Hotel and Lodging Association (THLA) works with the Texas Attorney General’s Office on developing rules for the training requirements and getting approval of the training programs that are commonly used by the hospitality industry. HB 390 was signed into law and the training requirements will take effect on January 1, 2022.

As it relates to workers, in recent years, Dallas has taken steps to ensure a **wage floor for city and county employees** and instituted a wage floor policy for all contractors and subcontractors working with the city.

The city has also expanded rental and eviction assistance; co-created the Child Poverty Action Lab (CPAL), which utilizes research, data, design, proof of concept and scaled program development to reduce childhood poverty in Dallas by 50 percent in one generation. Dallas established a dedicated Office of Welcoming Communities and Immigrant Affairs in 2017 working to advance equitable access, support, and the creation of safe and connected communities for all residents, regardless of status.

In addition to the programs mentioned above, Dallas partners with hundreds of organizations ensuring the safety, comfort, and security of vulnerable populations in Dallas. In addition to the City of Dallas’ Human Rights office, [Human Rights Dallas](#) is a structured coalition of cross-sector partner organizations, and as such, leaders work with dozens of municipalities, counties, chambers of commerce, VisitDallas (convention and visitors bureau), education institutions from K-12 and universities, private corporations and more than 100 community organizations. These efforts and initiatives **support vulnerable populations; improve public safety; reduce poverty, domestic violence, and human trafficking; help undocumented**





**residents; increase access to internet and technology; and nurture small business and entrepreneurial organizations.**

Human Rights Dallas seeks to continually inform, design, test, and advocate for innovative solutions to city challenges by identifying new tools, technologies, and data to serve as a catalyst to creating impact. In this way, Human Rights Dallas supports the City of Dallas in leveraging advanced tools, whether Internet of Things (IoT), data analytics, modified urban design and streetscapes, citizen engagement and security measures to ensure the safety and wellbeing of workers, attendees, residents, and businesses attending FIFA World Cup 2026™ events and beyond.

The work of Human Rights Dallas has included the creation of the [Smart Cities Living Lab](#) to test new solutions for decreasing crime, mitigating environmental impacts, enhancing mobility, increasing natural resource efficiency, and improving economic vitality and resident experience. The results of this work spurred development: 14 percent small business revenue growth, decreased crime, 35 percent reduction in energy and water use, and 17 percent increase in pedestrian traffic. Human Rights Dallas continues to design solutions utilizing technology and data alongside the community to advance quality of life and access to opportunity for the benefit of Dallas.

The Dallas Holocaust and Human Rights Museum provides a venue for international conferences and trainings on human rights issues. The Human Rights Program at Southern Methodist University is one of the few programs of its kind in the United States with plans to offer the nation’s first doctoral program in human rights. Dallas is a richly diverse and progressive American city and a melting pot of cultures that understands the tremendous value of having a diverse workforce and community. Dallas truly embraces the power of inclusion and creating an environment of involvement, respect, and connection with all members of its community. Dallas welcomes and celebrates diversity, equity, and inclusion, and has worked diligently to strengthen policies to protect all Dallas residents and visitors.

**The goal of this plan is to leverage the World Cup impact for future local efforts and policies, while simultaneously being responsible with the opportunity Dallas has to impact future World Cup events, and is committed to community building through sport at the local and global levels.**

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May 27, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

We are proud to submit this letter of support for Dallas to serve as a host city for FIFA World Cup in 2026 on behalf of The City of Dallas. Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads -- all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The safety, comfort and security of Dallas' visitors and residents -- particularly of our most vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty -- is our highest priority. The City of Dallas fully supports this bid for FIFA World Cup 2026, and is committed to ensuring that those traveling to and within Dallas arrive safely, remain safe and comfortable throughout their stay, and have access to our public services while visiting our great city.

Dallas is proud of the human rights policies and programs we have in place to protect the rights and freedoms of our residents in the workplace, in their homes, in our public venues, and while participating in and while exercising the freedoms we hold so dear. For example, [the City of Dallas is a Certified Welcoming community and is implementing the Welcoming Dallas Strategic Plan developed in 2018; has earned a perfect Municipal Equality Index score from the Human Rights Campaign's Municipal six years in a row; and was 2019 winner of the U.S. Conference of Mayors Mayor's Climate Protection Award -- among other honors. The City also has strong policies which codify protections including Chapter 46 regarding unlawful discriminatory practices relating to sexual orientation and gender identity and expressions; Chapter 15B for equal employment opportunity contract compliance; a robust housing discrimination complaint process through our Fair Housing division; active and engaged seniors through the Senior Affairs Commission; youth representation through our Dallas Youth Commission; and an active Americans with Disabilities Act Advisory group that advised the City on the release of our landmark ADA Transition Plan. The City's Rest Break ordinance ensures construction workers receive breaks throughout the city and ensures fair wages by adhering to Davis-Bacon laws. Finally, the City of Dallas Animal Services department achieved a 90 percent live release rate in 2020 received national attention as it provided care for Bentley during a 21-day quarantine period when its owner was exposed to and contracted Ebola. The same level of care provided Bentley would be given to all service animals needing medical attention during the tournament. Finally, the City of Dallas hired its first Human Rights Officer October 2020, the only city in the cohort with a staff member dedicated to human rights.

**"Our Product is Service"**

**Equity | Empathy | Ethics | Excellence**







In addition to the programs mentioned above, we work closely with dozens of like-minded organizations, whose focus is ensuring the safety, comfort, and security of vulnerable populations in Dallas, including Dallas Area Rapid Transit (DART), our public transportation provider which operates the longest light rail system in the world; Dallas-Fort Worth Airport (DFW) the 4rd busiest airport in the U.S.; Dallas-Fort Worth Hospital Council representing 90 member hospitals and over 265,000 jobs; Dallas Regional Chamber of Commerce which includes leadership roles for the LGBT Chamber, Black Chamber, Hispanic Chamber, and Women's Chamber; and The North Texas Coalition Against Human Trafficking, a coalition of nearly 50 organizations fighting labor and sex trafficking and human exploitation.

The City of Dallas's 13,000 employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms – it's the Dallas way.

Thank you for this opportunity.

A blue ink signature of T.C. Broadnax, written in a cursive style.

T.C. Broadnax  
City Manager

A blue ink signature of M. Elizabeth (Liz) Cedillo-Pereira, written in a cursive style.

M. Elizabeth (Liz) Cedillo-Pereira  
Chief of Equity and Inclusion

A blue ink signature of LaToya Jackson, written in a cursive style.

LaToya Jackson  
Human Rights Officer



While everything directly tied to FIFA World Cup 2026™ in our plan is hypothetical at this point, the following concepts and partnerships derived from stakeholder meetings have the potential to benefit all FIFA host cities and demonstrate the power of FIFA's platform for social impact.

1. **FIFA Human Rights, United 2026 Think Tank:** Annual coordination and planning among North American host cities for human rights collective impact
2. **Unity Matches and Merchandise:** Friendly matches supporting marginalized communities providing FIFA a 'ticket-for-good' platform
3. **World Cup Human Rights Day:** Collective Day of Giving and Naturalization Ceremonies
4. **International Broadcast Center Familiarization Tours and Trainings:** Promoting Accessibility and Safety
5. **Supplier Diversity and Job Fair(s):** Uplifting Historically Marginalized Businesses and Workers
6. **FIFA World Cup 2026™ Partner in Progress:** Providing FIFA World Cup 2026™ marketing assets to local businesses owned by underrepresented classes (i.e. minorities, veterans, LGBTQI+, Disability Owned Business Enterprise (DOBE), women)
7. **Football for Hope Registration Challenge:** Friendly contest between North American host cities to increase the number of grassroots organizations registered and participating in FIFA Football for Hope

**1) FIFA Human Rights, United 2026 Think Tank:** presented in (potential) partnership with President George W. Bush Center, Southern Methodist University (SMU) Embrey Human Rights Program, SportUnited (a department within the United States Department of State Bureau of Educational and Cultural Affairs) and the Federal Reserve Bank of Dallas.

- Timing: Spring of 2022, 2023, 2024, 2025 and 2026
- Guests: 16 United 2026 Men's World Cup host cities across N. America (host committee leaders, consular leaders, key stakeholders and sponsors)



- Goals include:
  - Share and develop mega sporting event (MSE) human rights and sports diplomacy goals/best practices/tactics for all North American Cities to work on collectively
  - Collaborate on plans for human rights around FIFA and future MSEs
  - Highlight and celebrate the human rights work of FIFA partners
  - Fundraise to launch a dedicated sport + human rights research project with the SMU Human Rights PhD program
  - Recognize the FIFA Humanitarian of the Year at an awards ceremony
  - Provide an ongoing, natural check in for FIFA leadership to hold cities accountable



**About the Embrey Human Rights Program at Southern Methodist University (SMU):**

Embrey Leaders developed **Human Rights Dallas**, a diverse effort to make Dallas a safer and fairer place for all residents to call home. This independent grassroots community movement, spearheaded by the Embrey Human Rights Program at Southern Methodist University (SMU), focuses on two related efforts: advocacy and research. The advocacy effort involves leaders from the government, business, nonprofit, education, religion, and civil sectors. It is currently seeking to have Dallas officially designated as a Human Rights City. Based at SMU, the research effort documents landmarks with human rights significance on [this digital map](#). The map project examines the history of Dallas County since 1850 through a focus on sites where human rights have been upheld or violated.

To support FIFA’s Human Rights commitment, SMU would consider the following:

- SMU leads research partners for United 2026 Human Rights Strategy through 2026.
- Expansion of HumanRightsDallasMaps.com for FIFA guests - included in the official tournament App.
- Creation of the first Human Rights PhD program in the United States as a FIFA legacy (students conduct research on plan, share annual report on intersection of sport + human rights events, etc.). This positions FIFA at the center of Human Rights leadership development across North



America and the globe.

- Undergraduate and Graduate students work on FIFA World Cup 2026™ efforts as a practicum experience



**About the President George W. Bush Institute and George W. Bush Center:** The Institute leads work primarily focused on the following:

- [Human rights and overall principles of democracy.](#) Including the following specific projects:
  - [Leadership program for human rights and democracy advocates in Myanmar, Burma.](#)
  - [Leadership program for women in the Middle East, North Africa, and Afghanistan.](#)
  - Human rights for North Koreans, which encompasses both policy work [with policymakers in DC](#) as well as a [scholarship program for North Korean refugees.](#)
  - [Freedom Collection](#), which tells the stories of democracy advocates and dissidents from around the world.
- The Institute has a major focus on immigration reform at the federal level, which this year has been supported by [President Bush's 2021 latest book of paintings of immigrants.](#)
- [The Institute also does work on expanding economic opportunity in cities,](#) including affordable housing. Our point of view is that the private sector needs to lead that growth and opportunity, and there are aspects related to affordable housing that could fit into a variety of human rights advancements.
- The Center could host a Sports Diplomacy exhibit during the 2026 World Cup tournament dates to further inform fans of the importance and opportunities that exist at the intersection of sport and human rights.



## **About SportUnited:**

Sports Diplomacy has emerged as an integral part of efforts to build ever-strengthening relations between the United States and other nations. Sports diplomacy uses the universal passion for sports as a way to transcend linguistic and sociocultural differences and bring people together. Participation in sports teaches leadership, teamwork, and communication skills that help young people succeed in all areas of their lives.

Sports diplomacy exchanges increase dialogue and cultural understanding between people around the world. The use of sports as a platform exposes international exchange participants to American culture while providing them with an opportunity to establish links with U.S. sports professionals and peers. In turn, Americans learn about other cultures and the challenges young people from other countries face today. Sports diplomacy exchanges have involved tens of thousands of people from more than 180 countries to do just this.

## **About the Federal Reserve Bank of Dallas:**

The Dallas Federal Reserve Bank promotes a strong financial system and healthy economy in the Eleventh Federal Reserve District of the United States, which includes Texas, northern Louisiana and southern New Mexico. With headquarters in Dallas, the Federal Reserve Bank of Dallas has extensions in El Paso, Houston and San Antonio, that work for and with the people of the district to build an economy that works for everyone.

The organization's responsibilities are wide-ranging. They conduct economic research and gather perspectives from the region to bring the input to national conversations about monetary policy. The Federal Reserve Bank works with government, the financial industry and the community to ensure its banking system is safe, accessible and secure, including the responsibility to help maintain a reliable supply of cash and support digital payments. The Federal Reserve works with community partners to ensure that all people in our district have opportunities to build a bright economic future.

The success of the Federal Reserve Bank of Dallas depends on actively connecting with the people and communities served. The commitment to community engagement is demonstrated in the [Diversity, Equity and Inclusion](#) work.

## **2) Unity Match and Merchandise :**

Celebrating similarities over differences inspired the Dallas stakeholders to develop a Unity Match concept. Each Unity Game is a friendly match that will engage local and visiting fans of the World Cup in support of a human rights issue area. This is modeled after the FC Dallas Unity Game hosted annually in partnership with Special Olympics. The goal of hosting Unity Games is to leverage the platform and popularity of the FIFA 2026 Men's World Cup™ to build awareness and support for those who face human rights marginalization.

A variety of six Unity Games are outlined below. If produced (1-2/week), it would provide local and visiting fans another opportunity to get a "ticket" to a World Cup match and support their favorite cause. The tickets and merchandise sold for these matches will support organizations working to address these specific human rights issue areas. Vendors and staff of similar groups would be prioritized in production of the Unity



Games as well. Suggested themes and players for each match are as follows:

- **Homelessness:** Austin FC and FC Dallas (MLS)
- **LGBTQI+ Rights:** LGBTQI+ All-Stars (Gay Games, Varsity Gay League)
- **Minority Business Development:** Dallas Pro Sports Team All-Stars (NFL, MLB, NBA, NHL, NLL, WNBA)
- **Human Trafficking Victim Recovery:** NWSL All-Stars (or Dynamo and Dash)
- **Accessibility Improvements:** Men and Women Retired World Cup All-Stars
- **Women's Rights:** Canada/Mexico/US Men and Women All-Stars

An application and selection process to determine the beneficiaries will be developed in partnership with the Host Committee and FIFA Human Rights council.

As an example, we have provided this information on the FC Dallas UNIFIED Team and matches played. Finally, this video made ESPN SportsCenter top 10 plays: FC Dallas Special Olympics Unified Team's Caden Benson's free kick!

### **3) FIFA World Cup Human Rights Day:** Collective Day of Giving and Naturalization Ceremonies

In developing a FIFA World Cup Human Rights Day prior to the final round of future Men's and Women's matches, FIFA can rally corporate partners, media, fans and players to support the critically important social impact work prioritized by FIFA leadership. This can be activated in each market in local fashion.

Elements of a Human Rights Day could include the following:

- World wide day of giving (matching gifts from corporate partners/philanthropists) with a giving platform integrated into FIFA app
- Naturalization ceremonies prior to championship matches
- Human Rights Day merchandise to benefit nonprofit organizations
- Recognize the FIFA Humanitarian of the Year

### **4) International Broadcast Center Familiarization Tours and Training:** Promoting Accessibility and Safety

To capitalize on the amount of time media will be in Texas, Dallas plans to host different immersive experiences for journalists to report back and share with their home market related to human rights issues areas, including but not limited to the following:

- [Accessible Design Awareness experience](#)
- Human Trafficking awareness and reporting training
- Transportation and stadium accessibility tours
- Safety and security briefings
- World Affairs Council programs
- ZIMS platform training

### **5) Supplier Diversity and Job Fair(s):** Advancing marginalized businesses and workers

While most US cities and venues have goals for inclusion, meeting and exceeding the goals, especially around temporary ventures can be more successful with well planned Supplier Diversity Fairs. Not all local





diversity ordinances include LGBTQI+ and DOBE businesses, so FIFA may prioritize marginalized businesses.

Working with FIFA to establish supplier and vendor diversity goals is a priority for Dallas' regional certifying agencies. To establish successful Supplier Diversity Fairs, stakeholders have recommended and requested that FIFA **provide an inventory of goods and services to be procured in advance** of the fairs to yield the best return and engagement with diverse suppliers.

Hiring fairs before and after the World Cup would not only secure talent to produce the various elements of the matches and auxiliary events, but also assist local workers in finding better jobs post-World Cup because of their experience working during the tournament. To have the most significant impact, intentional effort will be made to recruit marginalized workers. Hosted fairs may also limit the potential for worker exploitation and wage theft.

Following the tournament, FIFA could also create a **certified vendor digital badge** for participating businesses to share on their digital platforms and a digital certificate of appreciation for staff to leverage for future employment opportunities.

**6) FIFA World Cup 2026™ Partner in Progress:** Providing FIFA World Cup 2026™ marketing assets to local businesses with underrepresented ownership (Minority, Veteran, LGBTQI+, DOBE, Women)

Even prior to the pandemic, businesses owned by marginalized people overcame more to compete for sustainable growth. To assist historically underutilized business (HUB) owners, the Dallas 2026 Bid Committee and FC Dallas would like to collaborate with FIFA to create "Partner in Progress" prizes to promote these businesses (value to exceed \$500,000 for each category). An example of what FIFA could include as part of the marketing asset prize package is included below:

- Grand prize: Professionally produced advertisement for inclusion in FIFA broadcast or digital
- Social media advertisements on FIFA social media platforms
- :30 second promotional radio mentions during broadcasts
- Opportunity to host a booth or exhibit at Fan Fest
- Included as an advertiser on the FIFA app
- Tickets to a FIFA match or Unity Game to entertain clients or reward employees

**7) Football for Hope Registration Challenge:** Friendly contest between North American host cities to increase the number of grassroots organizations registered, and participating, in FIFA Football for Hope.

Children and youth rights advocates were included in Dallas' stakeholder meetings. Youth leaders (Arlington and Dallas Youth Commissioners and U21 club captains) would be tasked with this assignment. Special recognition and awards can be given to the youth leadership delegation in each host city.





# STAKEHOLDER ENGAGEMENT REPORT RESPONSES



FIFA World Cup 2026™  
Candidate Host City



## Stakeholder Engagement Report Responses



<b>Name of the candidate host city</b>	<b>Dallas</b>
<b>Name of the unit or individual responsible for the delivery of the report</b>	<b>Dallas 2026 Bid Committee</b>
<b>Link to publication of the report on the host city website</b>	<a href="#"><b>Dallas World Cup 2026</b></a> ; will be posted once announced as a host city
<b>List of annexes provided together with this template-based report, if any</b>	<ol style="list-style-type: none"> <li>1. <b>Human Rights Policies and Ordinances: Current and Proposed</b></li> <li>2. <b>Training Menu</b></li> <li>3. <b>Letters of Support</b></li> </ol>

### Stakeholder Engagement Process

Being first is a privilege that comes with a tremendous responsibility. This is a responsibility stakeholders across the Dallas Ft. Worth region take seriously. In hosting over 100 engagements with a wide variety of stakeholders, we are confident that in five years time, North Texas community leaders will not only honor FIFA’s Human Rights policy, but will also be ambitious with leveraging the opportunity to improve policies across the region, state of Texas and United States.

**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:**

**a) the format of the engagement (e.g. bilateral meetings or calls, workshops, webinars)**

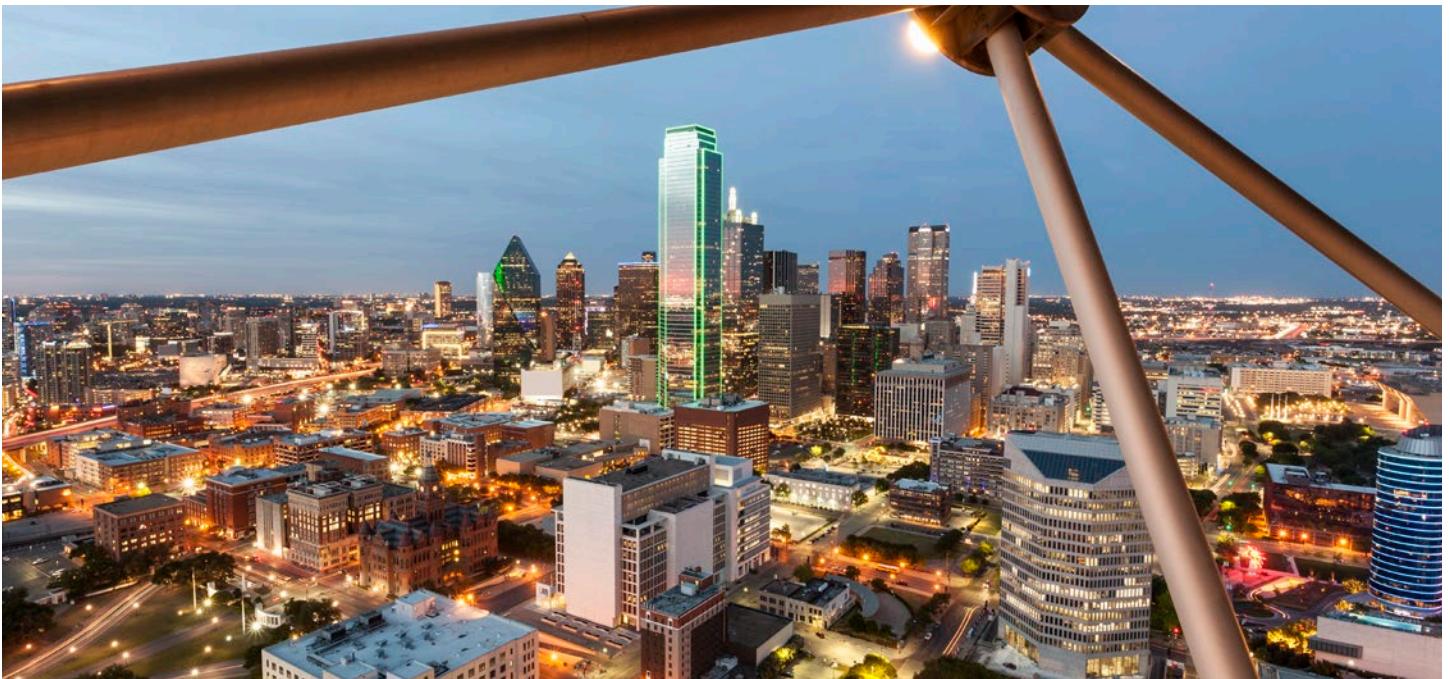
- i) Bi-national calls
- ii) Webinars
- iii) Breakfast, lunch and dinner meetings
- iv) Virtual meetings
- v) Brainstorming workshops
- vi) Stakeholder Insights Form
- vii) Workshops

**b) the entity that led/moderated the engagement**

- i) Dallas 2026 Bid Committee & Dallas Sports Commission

**c) a list of the names of the participating organisations/entities (both external stakeholders and entities from within the host city authorities) and their roles/types of expertise**

Over 100 stakeholder organizations were engaged in the development of this plan. Additional stakeholders have been recommended and are ready to engage.



**Government**

- Arlington Police and Fire Departments
- Arlington Mayor's Youth Commission
- Arlington Mayor's Committee on People with Disabilities
- Asian Chamber of Texas
- City of Arlington, City Management
- City of Dallas, City Management
- City of Ft. Worth, City Management
- City of Frisco, City Management
- Consul at the Consulate General of Canada



- Consul General of El Salvador
- Consul at the Consulate General of Mexico
- Dallas County, Management
- Dallas Police and Fire Departments
- Federal Bureau of Investigation
- Federal Reserve Bank of Dallas
- Ft. Worth Police and Fire Departments
- Frisco Mayor's Inclusion Task Force
- Frisco Fire and Police Departments
- State of Texas Department of Assistive and Rehabilitative Services
- State of Texas Governor Greg Abbott – Committee on People with Disabilities
- State of Texas Governor Greg Abbott – Office of Economic Development and Tourism
- State of Texas Governor Greg Abbott – Office of Human Trafficking
- Honorary Consul of Cambodia
- Honorary Consul of Germany
- Honorary Consul of Japan
- Honorary Consul of Paraguay
- Honorary Consul of Sierra Leone
- Honorary Consul of Spain
- North Central Texas Council of Governments
- Texas Alcohol and Beverage Commission
- Texas Department of Family and Protective Services
- Texas Department of Licensing and Regulation
- Texas Health and Human Services Commission
- Texas Secretary of State – Texas Businesses Against Trafficking and Texas/Mexico Relations
- Texas Workforce Commission
- US Embassy in Mexico City – Sports Diplomat
- Visit Arlington
- VisitDallas
- Visit Ft. Worth
- Visit Frisco

### **Non Governmental Organizations**

- Abounding Prosperity
- A4A: Airlines for America
- AFL-CIO
- Asian Chamber of Texas
- Aspen Institute Sport & Society Program
- Catholic Charities
- Center for Sport and Human Rights
- Children at Risk
- Dallas Area Rapid Transit
- Dallas Black Chamber of Commerce
- Dallas CASA (Court Appointed Special Advocates)
- Dallas Citizens Council



- Dallas Ft. Worth International Airport
- Dallas Love Field Airport
- Dallas Metro Homeless Alliance
- Dallas Regional Chamber
- Dallas Southern Pride
- Dallas Thrives
- DeliverFund
- Disability:IN
- Downtown Dallas Inc.
- Equality Forward
- Ft. Worth Hispanic Chamber of Commerce
- Ft. Worth Minority and Black Chamber of Commerce
- Frisco Chamber of Commerce
- George W. Bush Institute and George W. Bush Center
- Habitat for Humanity
- Hotel Association of North Texas
- Jr. League of Dallas
- Laureus USA
- Metro Dallas Homeless Alliance
- Migration that Works
- New Friends New Life
- North Central Texas Regional Certifying Agency
- North Texas Hotel Association
- North Texas Coalition Against Human Trafficking
- North Texas Conference of the United Methodist Church
- North Texas LGBT Chamber of Commerce
- North Texas State Soccer Association
- Open Doors
- Resource Center
- Regional Transportation Council
- Ross Initiative for Sport Equality
- Search for Common Ground
- Shared Hope
- Southern Methodist University - Embry Human Rights Program
- Sport Integrity Global Alliance (SIGA)
- SportUnited
- Tarrant County 5-Stones Task Force
- Tarrant County Central Labor Council, AFL-CIO
- Texas 2036
- Texas Business Immigration Coalition
- Texas Hotel and Lodging Association
- Texas Latino Pride
- Texas Lyceum
- The Net FW
- Traffick911



- Treasured Vessels
- UNICEF
- University of Texas at Arlington
- US Youth Soccer
- Women’s Business Council
- Worker’s Defense Project

**Private Sector Organizations**

- AirBNB
- American Airlines
- Austin FC
- AT&T
- AT&T Stadium
- Bubbl Rides
- Dallas Cowboys
- Dallas Innovation Alliance
- Dallas Mavericks
- Dallas Wings
- DLR Group (Accessible Design)
- FC Dallas
- LeagueApps
- Lyft
- Major League Soccer
- MoneyGram Soccer Park
- National Lacrosse League
- National Soccer Hall of Fame
- North Texas SC
- Professional Body of Sports Leadership
- Pro Sports Assembly
- Soccer90
- Southwest Airlines
- The Female Quotient
- The Real Estate Council
- Texas Rangers
- Toyota North America
- Toyota Stadium
- Uber
- VRBO
- ZIMS

**d) a brief description of the topics discussed and relevant outcomes**

All stakeholders were provided an overview of the FIFA World Cup 2026™ including a fact sheet, bid process timeline, and overview of the Ergon Report. During the engagements they were asked a series of general questions in addition to the prescribed questions in the Ergon Report relevant to their area of expertise. Upon





completion of the engagements, stakeholders were asked to complete a stakeholder insight form, consider how their organization can take a leadership role in the human rights plan activation, and provide the following:

- **Policies currently in place** to protect Human Rights in connection with World Cup 2026.
- **Policies that should be prioritized** between now and 2026.
- **Data collection/Evaluation/Trainings** that could or should be implemented around World Cup operations (from International Broadcast Center (6+ months), to the matches and Fan Fest (+100k visitors daily).
- Share **big ideas with big impact** that could be developed because of hosting the World Cup.
- What's missing from the Ergon evaluation?

Many pre-existing stakeholder engagement processes developed by leaders in our community have laid the groundwork for the current, enthusiastic stakeholder engagement environment. These include, but are not limited to the following:

1. Dallas Americans with Disabilities Act (ADA) Focus Group met with local disability organizations to discuss the ADA transition planning process in 2020: [The Plan](#)
2. [Dallas' Sidewalk Master Plan](#) includes a Public Engagement Plan to encourage and communicate with historically underrepresented populations.
3. [Dallas' Office of Welcoming Communities & Immigrant Affairs](#) has participated in 343 community events, meetings, fairs, panel discussions and other activities, reaching approximately 23,030 attendees. Staff surveyed faith-based, legal, and other service providers and educators on barriers facing immigrants and what Dallas can do to help improve the quality of life for immigrant residents.
4. Dallas engaged stakeholders, from community advocacy groups to businesses to public health experts, for its [Dallas Comprehensive Environmental and Climate Action Plan](#) (CECAP), completed in 2020.
5. Public meetings, focus groups, and surveys were conducted for the [North Texas Regional Housing Assessment](#), City of Dallas, 2018.
6. Public workshops and stakeholder listening sessions were conducted for [CityMap, a Master Assessment Process for the Dallas City Center](#), completed by Texas Department of Transportation in 2016.
7. [Dallas' Strategic Mobility](#) plan included two surveys of the public, 28 community- or council-sponsored events that reached 1,700 people, and a mobility symposium attended by 150 people.
8. **Arlington Mayor's Youth Commission's** mission is to bridge relations between youth and community leaders. The Commission also strives to serve through various volunteer projects aimed at positively impacting Arlington. The Mayor's Youth Commission was developed to inform the Mayor and City staff of issues affecting Arlington's youth. The former Mayor of Arlington, Robert Cluck, created the Commission the summer of 2006 to address youth violence after it gained national attention.



On October 5, 2006, the first Commission meeting was held with a Chair, City staff members and youth representing every Arlington Independent School District junior high school and high school with a mix of gender, ethnicity, ages and academic records. In February 2007, the Mayor expanded the Commission to include eleven Arlington community organizations that provided youth-based programs or services. Members of the Commission identify an annual theme to focus on, recent years have focused on inclusion, wellness, and the environment. The Commission strives to engage in volunteer and leadership opportunities and activities that strengthen youth involvement in the community.

9. **Arlington Mayor’s Committee on People with Disabilities** has been active since 1994. It is an organization of citizen volunteers dedicated to helping Arlington become fully accessible for all people with disabilities. Membership is completely voluntary and is determined by a person’s desire to participate in helping his or her community achieve full access for all people with disabilities, whether they are residents or visitors to our city. The Mayor’s Committee on People with Disabilities is dedicated to awareness, concern, communication, encouragement, service and support. They have been involved in community planning and we work with the Governor’s Committee on People with Disabilities to develop long-range goals for Texans with disabilities. **Members of this Committee were consulted in the construction of all of the major sports stadiums in Arlington’s Entertainment District including AT&T Stadium.** This group meets monthly and the City provides regular presentations and updates at that meeting regarding accessibility and other topics.
  
10. Arlington Unity Council – On June 23, 2020, in response to community protests over racial inequity, the Arlington City Council created the Unity Council made up of the fifteen (15) members of the City’s Community Relations Commission and fifteen (15) additional members appointed by the Mayor and Council members. The Unity Council began meeting in July of 2020 and presented its recommendations to the City Council in February 2021. The full charge from the City Council to the Unity Council was to:
  - Gather community input on the need to use equitable measures to build greater equality,
  - Study equity strategies that the City could implement to promote and encourage greater equality,
  - Report findings and recommendations to the City Council, and
  - Create an equity plan which includes strategies to eliminate racism and other forms of discrimination and to advance unity in Arlington.

As a part of its information gathering process, the Unity Council worked in five subcommittees on the topics of Housing, Education and Workforce Training, Economic Disparities, Policing and Criminal Justice and Health and Wellness. Focus groups were also convened with members of many of the diverse communities that make Arlington their home including African Americans, African and Caribbean immigrants, Asian Americans, Christian pastors, the Disabled community, the Jewish community, the Latinx community, the LGBTQI+ community, young people, the Muslim community and Vietnamese Americans. **In March 2021, the National League of Cities selected the City of Arlington as the winner of its 2021 Cultural Diversity Awards for the work of the citizen-led Unity Council.** Arlington was awarded the top prize in the 200,001-500,000 population category.



## STAKEHOLDER ENGAGEMENT REPORT RESPONSES (questions 2-7)



For **questions 2-6**, a sub-section for each issue area is included in the following order:

- Housing Rights
- Workers Rights
- Migrants
- LGBTQI+ Rights
- Accessibility and Disability Awareness
- Safety & Security

The narrative in each section addresses the questions below in sequence, and includes input from a variety of stakeholders. Because of cross over within issue areas and because the letters of support often address multiple issues the coordination and execution of the plan ultimately rests in question 7.

The response to **Question 7** outlines the ongoing stakeholder engagement plan for 2022-2026 across all issue areas.

Because Human Trafficking was lifted up as a priority across stakeholders groups, the plan for Human Trafficking Mitigation has been added as an independent section.

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**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) 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)**
- b) A description of existing regulations, systems and programmes the host city has in place to address the risk (e.g. enforcement of legislation and policies; capacity building programmes; collaborative programmes with community groups)**

**In general**, the City of Dallas has many programs, policies, and laws in place to protect all parties involved. A few policies of note include: Americans with Disabilities Act (ADA) Transition Plan, Rest Break Ordinance for construction workers, Chapter 15B - Equal Employment Opportunity Contract Compliance, Chapter 46 - Unlawful Discriminatory Practice Relating to Sexual Orientation and Gender Identity and Expression, and Section 31.3 - Discrimination and Dress Codes in Places of Public Accommodation. The City of Dallas offers 911 emergency and 311 non-emergency services with multilingual functionality online or by phone for FIFA World Cup 2026™ guests.

### **Housing Rights**

The Federal Act of 1968 prohibits discrimination and intimidation of people in their homes, apartment buildings, and condominium developments and housing transactions, including the rental and sale of housing and the provision of mortgage loans based on race, color, sex, religion and national origin. The Fair Housing Amendments Act of 1988 added handicap and familial status as a protected class.

On November 21, 1971 the Dallas City Council adopted its first Fair Housing Ordinance (Chapter 20A) to prohibit housing discrimination based on race, color, religion and national origin and to provide for criminal offenses with fines. The Fair Housing Ordinance was amended in February 1975 to include sex as a protected class and again in June 1990 to add protection based on handicap and familial status (families with children).

The Mission of the City of Dallas Fair Housing Office is: to promote and preserve housing choice without regard to race, color, religion, sex, national origin, handicap, familial status or sexual orientation; and to promote and preserve equal employment and public accommodations without regard to sexual orientation.

The State law was amended in June 1991 to allow local Fair Housing Laws equivalent to Federal law. In April 1989 the City of Dallas established the Fair Housing Office. The City of Dallas Fair Housing Ordinance received full certification as substantially equivalent to Federal Law by the U.S. Department of Housing Urban Development (HUD) on April 24, 1995.

Current housing risks and remedies include:

**Evictions:** Dallas and cities across North Texas collaborated to produce the North Texas Regional Housing Assessment in 2017-2018. The assessment notes that some evictions result from



discrimination and can lead to disproportionate housing needs; people with disabilities can be subject to job losses that lead to evictions; and a lack of awareness about tenants' rights can lead to wrongful evictions.

The North Texas Regional Housing Assessment resulted in six goals:

- Increase access to affordable housing in high opportunity areas
- Prevent loss of existing affordable housing stock and increase supply of new affordable housing, especially in higher opportunity areas
- Increase supply of accessible, affordable housing for persons with disabilities
- Make investments in targeted and segregated neighborhoods to increase opportunity while protecting residents from displacement
- Increase services for residents of publicly supported housing and maintain and improve the quality and management of publicly supported housing
- Increase access to information and resources on fair and affordable housing

Dallas County's [emergency housing program](#) and the City of Dallas' [rental assistance](#) and [home repair and home buyer assistance](#) programs prevent families from being evicted.

**Short-term rentals:** Public hearing May 5, 2021, allowed speakers to provide public input to the Dallas City Council re: regulations of short-term rental properties. Policies, ordinances and the procedural implementation around short-term rentals are evolving.

**Gentrification:** [North Central Texas Council of Governments](#) housing division provides strategies for the region's cities to avoid gentrification and support affordable housing.

**Homelessness:** The [Metro Dallas Homeless Alliance](#) is the coordinating council of non-profit, government and private business leaders working together to address homelessness.

Additionally, The City of Dallas has several programs and policies in place to promote housing availability, affordability, and inclusion. The City's policies adhere to all federal and state guidelines while ensuring the needs of local communities are taken into consideration. A list of current policies and a summary of each follows.

[Dallas Comprehensive Housing Policy](#) – The goals of this policy, as amended November 2018, are to 1) create and maintain available and affordable housing throughout Dallas, 2) promote greater fair housing choices, and 3) overcome patterns of segregation and concentrations of poverty through incentives and requirements. The policy sets citywide production targets for homeownership and rental units for the next three years and outlines tools and strategies to meet those targets while achieving these larger goals.

Furthermore, the Housing Policy Taskforce is currently working with state legislators on a bill that will amend the Homestead Preservation District (HPD) statute to allow for more flexibility in designating HPDs and another bill that will modify the Land Bank statute to create a dedicated funding source for Land Banks by allowing them to recapture a portion of the property tax generated from former land bank lots.



[North Texas Regional Housing Assessment](#) – This report was completed as part of a federal mandate from the U.S. Department of Housing and Urban Development (HUD) that required each jurisdiction receiving federal funds to conduct an Assessment of Fair Housing (AFH). Although the mandate was suspended, the city of Dallas chose to complete the study to affirmatively further fair housing. The report identifies seven key issues and six goals to combat them.

[Market Value Analysis \(MVA\)](#) – The MVA is a data-based tool to assist policymakers, residents, and other stakeholders in understanding the local residential real estate market and inform policies around housing program design, production levels, and incentives. The MVA categorizes census block groups across the city into distinct market types based on 10 variables that reflect market strength or weakness, as well as other key factors that can help public officials and private investors target intervention strategies more effectively. Variables examined in Dallas included:

- Value – evaluating recent real estate transactions
- Investment and stress – leading indicators of growth or decline
- Blight and vacancy – quantifying market distress and strength
- Ownership and housing characteristics – understanding occupancy and housing stock

[Five-Year Consolidated Plan](#) – HUD requires that all jurisdictions entitled to receive funding under the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with Aids (HOPWA) programs develop a Consolidated Plan for community development no less than every five years and an Action Plan every year. Developing the plan is a collaborative process that relies on community input and provides an opportunity for strategic planning to ensure actions taken at the local level are coordinated and comprehensively address priority housing and community needs. The plan includes a needs assessment, a housing market analysis, and strategies to address the priority needs. Five major categories are addressed in the plan:

- Housing
- Homelessness
- Public Services
- Public Improvement
- Economic Development

The plan was amended and extended from its origin date of 2013 and the plan continues the many services, activities and initiatives designed to improve Dallas residents quality of life by providing decent housing, a suitable living environment, and expanding economic opportunities for low- and moderate-income persons.

[Resilient Dallas](#) – Dallas was selected as one of 100 cities around the world to participate in the prestigious 100 Resilient Cities (100RC) program, pioneered by the Rockefeller Foundation. The project focuses on urban resilience – the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow in the face of acute shocks, such as natural disasters, and more chronic stresses, like poverty. Dallas' plan has five goals, the hallmark of which is advancing equity.





## Workers Rights

In June 2021, The [United Way of Metropolitan Dallas](#) presented the Jobs and Opportunity Project report to Dallas City Council. In Dallas and Collin counties (Frisco), as in the rest of the nation, deep racial inequities are built into the regional economy. This report, produced in partnership with Burning Glass Technologies, the National Fund for Workforce Solutions, and Pathways to Work at the United Way of Metropolitan Dallas, offers a comprehensive analysis of long-standing racial gaps in labor market outcomes, the economic impacts of Covid-19, and the racial equity implications of automation. It provides in-depth, disaggregated data on equity indicators and labor market dynamics, finding that only 40 percent of the region's workers hold good jobs, that White workers with only a high school diploma earn on average the same wages as Black or Latinx workers with an associate's degree, and that eliminating racial inequities in income could boost the combined economy of Dallas and Collin counties by \$115 billion a year. Finally, it outlines a blueprint for action to advance workforce equity, informed by the data and crafted by local leaders. [Download the report.](#)

Additional resources:

- [Summary data slide deck](#)
- [Strategic industry profile](#) (from Burning Glass Technologies)
- [Supplementary data tables on automation risk and job quality](#)

The thousands of workers who will be directly impacted by Dallas hosting the FIFA World Cup 2026™ will mostly fit into the following job categories:

- Food and beverage concessions and catering workers
- Event staging employees
- Construction employees for temporary structures
- Security and other stadium service employees
- TV broadcasting employees
- Broadband/tech setup employees
- Apparel & merchandise sales and manufacturing employees
- Hotel & other lodging employees
- Public security/safety services employees
- Airport and airline employees
- Employees of airport concessionaires
- Public transit employees
- Taxi and ride-share drivers
- Construction employees for permanent structures
- Employees providing other government services

Stakeholders from organized labor in the Dallas metro area provided the following assessment and associated opportunities related to potential human rights risks non-union workers may face before and during the event(s):

- Low wages and few benefits
- Minimum wage of \$7.25 is below the [living wage](#) for the Dallas metro area
- Lack of access to affordable, quality health care or workers' compensation
- Lack of workers compensation coverage/insurance



- Lack of voice on the job
- Unsafe or unsanitary working conditions, or conditions that contribute to chronic health problems
- Employer favoritism in scheduling and assignment
- Long hours without adequate breaks or compensation
- Irregular, unpredictable work schedules
- Diverted gratuities, nonpayment of overtime and other wage theft
- Misclassification as independent contractors not eligible for employment protections or unemployment insurance

In general, the key risk identified by labor organizers is a lack of collective bargaining and grievance tools to effectively address potential problems outlined above. There are also risks associated with trying to organize a union to address poor working conditions. When workers take steps to organize themselves into a union, they may face an additional set of challenges, such as:

- Retaliation, including risk of losing their jobs
- Extreme anti-union pressure in the form of intensive propaganda, captive audience and one-on-one meetings.
- Discrimination and unequal treatment in hiring. Some workers not getting hired for jobs at all, because of overt or covert discrimination against certain groups of workers or because of favoritism toward others.
- Competitive disadvantage for high road, responsible contractors. Contractors who do provide employees with higher quality, often union jobs could be disadvantaged in bids to contract for various services, because there may be a higher cost for services. This could lead to unfair use of non-union contractors for food, security, lodging, construction, and other services– and bad jobs leaving a negative lasting impact and legacy after the match.
- Contingent work – part-time, temporary, or gig – workers whose jobs are contingent on outcomes in some way will face additional challenges.

While Texas is generally known as a non-union “right to work” state, organized labor does exist and have significant influence on workers rights. In state government, the **Texas Workforce Commission (TWC)** is the state agency charged with overseeing and providing workforce development services to employers and job seekers of Texas. TWC strengthens the Texas economy by providing the workforce development component of the Governor’s economic development strategy. Texas boasts an incredibly skilled workforce ready to attract enterprise to the Lone Star State. By focusing on the needs of employers, TWC helps give Texas the competitive edge necessary to draw business here.

TWC is part of Texas Workforce Solutions, a local and statewide network comprised of the agency, twenty-eight workforce development boards, and their contracted service providers and community partners. This network gives customers local access to workforce solutions and statewide services at numerous Workforce Solutions offices. TWC provides unemployment benefits services through five Tele-Centers and administers unemployment tax through numerous local tax offices.

TWC administers the Texas Payday Law, which assists employees in the recovery of their unpaid wages. Wage problems often can be cleared up by discussing them with an employer. Before submitting a claim for unpaid wages, workers may inform an employer about the Texas Payday Law. The Texas Payday Law applies to all Texas business entities. Under the Payday Law, an employee



can file a wage claim if they believe they have been paid incorrectly. This claim will be investigated and adjudicated by TWC. Wage claims can be filed online or by paper. Information regarding wage complaints can be found in English and Spanish. All Texas employers subject to the Texas Payday Law must display a payday law poster prominently in the workplace. Complaints involving unpaid wages or violations of the Fair Labor Standards Act can be filed with TWC or with the U.S. Dept. of Labor. TWC will investigate complaints involving misclassification of workers.

The federal Migrant and Seasonal Agricultural Worker Protection Act (MSPA) protects migrant and seasonal agricultural workers by establishing employment standards related to wages, housing, transportation, disclosures, and recordkeeping. The MSPA also requires farm labor contractors to register with the U.S. Department of Labor. For more general information on the MSPA, please see the Employment Law Guide or Fact Sheet 49.

Section 218 of the Immigration and Nationality Act authorizes the lawful admission into the United States of temporary, nonimmigrant workers (H-2A workers) to perform agricultural labor or services of a temporary or seasonal nature. The employer must file an application with the Department of Labor's Employment and Training Administration for temporary workers when there are not enough able, willing, qualified, and available workers, and that the employment of foreign workers will not adversely affect the wages and working conditions of workers similarly employed in the U.S. H-2A workers and domestic workers in corresponding employment must be paid special rates of pay that vary by locality, must be provided housing and transportation from that housing to the job site if their employment requires them to be away from their residence overnight, and must be guaranteed an offer of employment for a total number of hours equal to at least 75% of the work period specified in the contract.

The H-2B nonimmigrant program permits employers to temporarily hire nonimmigrants to perform nonagricultural labor or services in the United States. The employment must be of a temporary nature for a limited period of time such as a one-time occurrence, seasonal need, peak load need or intermittent need. The H-2B program requires the employer to attest to the Department of Labor that it will offer a wage that equals or exceeds the highest of the prevailing wage, applicable Federal minimum wage, the State minimum wage, or local minimum wage to the H-2B nonimmigrant worker for the occupation in the area of intended employment during the entire period of the approved H-2B labor certification. The H-2B program also establishes certain recruitment and displacement standards in order to protect similarly employed U.S. workers.

The Wage and Hour Division has been delegated enforcement responsibility by the Department of Homeland Security effective January 18, 2009, to ensure H-2B workers are employed in compliance with H-2B labor certification requirements. The Wage and Hour Division may impose administrative remedies such as wage payments and civil money penalties against employers who violate certain H-2B provisions.

TWC enforces the Texas Property Code and Equal Employment laws in providing protections against discrimination in offering and during employment. Complaints involving housing discrimination or employment discrimination can be filed with our TWC Civil Rights Division or with our federal partners Housing and Urban Development (HUD) and the Equal Employment Opportunity Commission (EEOC).





TWC administers the **Child Labor Law Program**, and ensures that minors are not employed in an occupation or manner that is detrimental to a child’s safety, health or well-being by conducting inspections of businesses for legal compliance. The minimum permissible age for child employment is fourteen, and both federal and state law restrict permissible work times for both fourteen- and fifteen-year-old children. There are several occupations that could fall into categories listed as hazardous to minors under eighteen.

TWC’s Child Labor Investigations Unit performs field investigations of businesses throughout Texas, reviewing for compliance with the Texas Child Labor Law by responding to complaints and performing random on-site inspections. Complaints regarding suspected child labor violations can be submitted anonymously. If violations are found, penalties can be assessed against the violating business.

TWC recommends having a system in place for tracking and monitoring any minors hired in connection with the FIFA World Cup 2026™. Tracking should consider times worked, and what occupations are being performed, and types of equipment being used by a minor. These efforts will ensure compliance with Texas Labor Code and federal regulations, while offering a proactive protection for this vulnerable population.

## Migrants

Throughout the Migrant’s Rights stakeholder conversations, experts and practitioners reiterated and clarified that **immigration status is not a protected characteristic**. Stakeholders want assistance making one’s immigration status less persecuted so people feel safe in all World Cup activities and cities regardless of immigration status. With FIFA, Dallas and the World Cup will stand for humane treatment of refugees, asylum seekers, and undocumented residents.

The majority of people deported from the U.S. through 2020 were deported from Texas, followed by California and Arizona. That these three states have the highest numbers is logical based on their shared borders with Mexico. According to Syracuse University’s TRAC immigration online tool, eleven Texas cities, including Houston, have been the site of a greater number of deportations through 2020. Three California cities, including Los Angeles, have been the site of a greater number of deportations.

The human rights abuses against migrants may include forced evictions, police brutality, and unsafe working conditions.

Activities that may cause such adverse impacts and how they are linked to the tournament hosting have been identified as:

- Housing: With the influx of visitors for the FIFA event, there will be high demand for housing. This could cause an increase of rent prices and decrease of affordable housing. Affordable leases could also be prematurely terminated to create more short-term rental housing for tourists. These conditions could force low-income immigrant residents out of their homes.
- Labor conditions: Contract workers will be in high demand both before and during the FIFA tournament, particularly in construction, hospitality, cleaning, catering, transport and security sectors. Many of these contract workers could be immigrants, including undocumented immigrants. Some employers might take advantage of undocumented immigrant workers’

vulnerable status and subject them to poor working conditions, low wages, or unpaid wages.

As part of protocol, there could be an increase of law enforcement agents for the FIFA World Cup 2026™. Many of these law enforcement agents could be from outside of the Dallas area and may have low levels of community trust and bias against communities of color. Additionally, there has been already documented fear of police among Dallas immigrant residents. There could also be an increase of unjust arrests or immigration enforcement with the increased presence of state and federal law enforcement officials, creating greater unease for undocumented immigrants.

The Dallas Metroplex, and the cities of Arlington, Dallas and Frisco in particular, are committed to being an inclusive and welcoming city. Immigrants play a crucial role in the vitality of Dallas – **42% of Dallas households speak a language other than English, and 31.6% of the labor force in the Dallas metro area are immigrants.** Local government and business leaders recognize their leadership role in building local capacity and advancing inclusion of diverse communities within their own agencies and bodies. The City of Dallas has demonstrated this commitment by supporting a Welcoming Communities strategy.

As part of this commitment, the City of Dallas led a strategic planning process focused on welcoming immigrants in Dallas and officially launched the Department of Dallas Welcoming Communities and Immigrant Affairs (WCIA) in 2017. Currently, WCIA is a division under the Office of Equity and Inclusion. WCIA also has 85 taskforce members that include nonprofits, businesses, education and health institutions. Dallas WCIA aspires to be a bridge connecting Dallas’ diverse immigrant community with existing Dallas residents so that common ground and shared leadership can be realized.

In 2018, the City of Dallas Council Members voted and unanimously approved the Welcoming Dallas Resolution – formally codifying immigrant inclusion into local policy. Since then, the City of Dallas has invested and implemented programs, services and policies that remove barriers for immigrants. These include:

- The first city in Texas to become a [certified Welcoming City](#). In order to receive this designation, the city must prove to uphold national standards and evidenced based practices for fostering greater unity between immigrants and U.S. born residents
- Promoting information and resources related to rights and safety with nonprofit partners, Dallas Police Department UNIDOS – Latino community outreach division and Asian American Unit
- Establishing the first publicly funded legal defense program for immigrants in March 2020. In partnership with the Vera Institute for Justice and International Rescue Committee, the City of Dallas offers pro-bono attorney and legal defense for immigrants detained by ICE or in deportation proceedings
- Creating a city-wide community resource hub that provides information and referral to community resources that offer assistance such as housing, food, employment, and legal assistance



- Partnering with local nonprofit agencies to distribute over \$600,000 in direct cash and rental assistance to immigrants and refugees during the pandemic
- Launching a Language Access Center within the City's Communication, Outreach and Marketing Department to ensure language access to information and resources
- Collaborating with Occupational Safety and Health Association (OSHA) and [Workers Defense Project](#) to promote awareness of workers rights.

On March 24, 2021, the Dallas City Council unanimously voted to approve the City's first Racial Equity Resolution. The resolution reaffirms the City of Dallas' commitment to promote equity through all policies of the city and enhance efforts aimed at understanding, addressing, and dismantling racism and how it affects the delivery of human and social services, economic development, and public safety.

The Dallas WCIA has created a Welcoming Plan and Training to promote the successful inclusion of immigrants into the social and economic fabric of the Dallas community, including the events hosted in Dallas. This training will be offered to other cities across the Metroplex.

Dallas Area Rapid Transit (DART) public transportation system has translation in nine different languages (English, Spanish, Vietnamese, Chinese, Korean, Arabic, Hindi, Persian and Urdu) and growing.



## LGBTQI+ Rights

The key sentiment from our LGBTQI+ stakeholders is that it is highly unlikely that hosting the FIFA World Cup 2026™ will have an adverse impact on the LGBTQI+ community or LGBTQI+ visitors. It is not legal in the City of Dallas or Arlington to deny service to people based on their sexual orientation and gender identity. Based on public and private policies and data the hotels, public transportation, rideshare services, stadiums, and restaurants in the Metroplex are safe for LGBTQI+ visitors, players, coaches, journalists and fans.



Dallas has the fifth largest LGBTQI+ population in the country, and has long been a municipal leader in equal rights advocacy. This is evidenced by the Mayor’s LGBTQ Task Force; the police and fire departments LGBTQI+ liaison officers and responders, and by adopting a number of policies such as:

- In 2002, the city of Dallas approved an ordinance prohibiting discrimination based on sexual orientation, which was defined to include gender identity.
- In March 2014, the Dallas City Council passed a resolution stating that the city is in full favor of equal rights for lesbian, gay, bisexual, and transgender (LGBT) employees of the City of Dallas, citizens within the city of Dallas, and visitors to the city of Dallas.
- In September 2014, the city’s personnel rules were amended to separately define sexual orientation and gender identity and expression.
- In November 2014, Dallas citizens voted overwhelmingly (77%) to approve a city charter amendment to prohibit discrimination based on “sexual orientation,” as well as “gender identity and expression.

In June of 2021, The City of Arlington passed two new non-discrimination ordinances, and city leadership cited the FIFA World Cup 2026™ human rights plan as a consideration in taking this type of action. The first prohibits discrimination in employment and public accommodation. The second amends the Fair Housing Ordinance to include “sexual orientation” and “gender identity” to the list of protected classes. All passed unanimously and with no public opposition.

One adverse impact could be underrepresentation in employment and contracts and participation. This is addressed in proposed supplier diversity and hiring recommendations. The North Texas LGBT Chamber of Commerce is currently working with the City of Dallas on expanding the city’s supplier diversity program. The goal is to incorporate LGBTBE (LGBT Business Enterprises), veteran-owned, and disability-owned businesses into the city’s current supplier diversity program. This initiative will include collaboration with the Dallas Regional Chamber; the Greater Dallas Hispanic Chamber of Commerce; the Dallas Black Chamber of Commerce; Abounding Prosperity, and other like-minded community partners supporting entrepreneurship.

In the early 1990’s, in an effort to improve community relations, the Dallas Police Department (DPD) created the [LGBTQ+ Liaison position](#). This was created to provide community members with a direct point of contact to help foster positive relationships and address unique safety concerns within the LGBTQ+ community. These efforts are focused on serving residents and fellow employees of the Dallas Police Department. This position’s main focus is to help foster an inclusive environment both internally and externally so that all members of the LGBTQ+ community feel safe in reporting issues that may be impacting them. One of the most important tasks of the LGBTQ+ Liaison position is to conduct training for new police recruits and provide ongoing, updated training for current employees. Through ongoing, proactive community-driven initiatives and engagement, the LGBTQ+ Liaison serves as an advocate for the LGBTQ+ community in an effort to build trust between the Dallas Police Department and the community it serves.



Cultural sensitivity awareness and training will continue to expand leading to the hosting of the World Cup. The DPD will partner with the North Texas LGBT Chamber of Commerce and Abounding Prosperity, Inc., and other Diversity, Equity and Inclusion (DEI) professionals to develop curriculum, plan and implement this training for individuals working in the hospitality, service, entertainment, and venue industries, as well as teams visiting Dallas during the World Cup event.

The Dallas Police Dept. and community safety groups are proactive in certain areas for LGBTQI+ safety and these areas will continue to expand as the World Cup draws near. The consular offices in Dallas will also participate in and offer this training to coordinate with the safety and security efforts for all visitors.

In February 2016, the Dallas [Mayor's LGBT Task Force](#) began focusing on LGBTQI+ youth homelessness, beginning with a needs assessment, then serving as a convener for members of the community, public, private and nonprofit sectors. This work led to the formation of Outlast Youth, which launched in October 2016. With a vision to see the systematic problems of LGBTQI+ youth homelessness radically changed, the mission of Outlast Youth is to reduce and prevent LGBTQI+ youth experiencing homelessness in Dallas surrounding counties. Outlast Youth partners with local homeless service provider agencies, educating staff on best practices serving LGBTQI+ youth experiencing homelessness. In addition to terminology and basic cultural competency, they work through overcoming implicit biases. The Task Force recognizes that LGBTQ youth homelessness is a community issue, and requires a community solution, therefore collaborative efforts are in place between Outlast Youth, Resource Center - Youth First Program, the Metro Dallas Homeless Alliance, Abounding Prosperity, Inc., and other supportive organizations and agencies.

Founded in 2004, [Abounding Prosperity, Inc.](#), is the only indigenous Black community-based, HIV-focused nonprofit organization in the United States, whose mission is to provide services that address health, social, and economic disparities among Black communities with a strong focus on reaching individuals who identify as LGBTQI+ in the Dallas area. Abounding Prosperity, Inc. employs culturally sensitive strategies to reach and engage the population of focus in continuums of care that seek to build community trust and wellness. The agency has established itself as a trusted and credible partner to populations it serves - persons suffering from substance abuse, HIV/AIDS, mental illness, chronic homelessness, and extreme poverty. Provided services include health screenings, case management and other social support services.

In 2019, Abounding Prosperity, Inc. opened its community center. The center houses all programs and program staff. In addition to HIV/STI and Hep C screenings, the community center provides a diverse menu of educational and intervention opportunities. The community center is also the site for free workshops that provide PrEP awareness and education, community meetings, Community Advisory Board (CAB) meetings and Youth Advisory Board (YAB) meetings, and various focus groups. To augment their services, Abounding Prosperity, Inc. utilizes its mobile testing unit to access target populations that are highly transient, who patron nightclubs, bars and nighttime venues that are not located on major thoroughfares. The mobile testing unit is outfitted with two private testing rooms that are fully equipped to do rapid testing, phlebotomy, and mass testing at large scale events that require stream line screening. The agency is currently providing free and confidential COVID-19 testing, prevention and wellness kits, and has served as a neighborhood food distribution site.





### Accessibility and Disability Awareness

Current risks that the City of Dallas is working to address in phase II of the American's with Disabilities Act update plan include:

Barriers that prevent access to services, programs, and activities, such as

- Parking
- Path of travel to, throughout, and between buildings and amenities
- Doors
- Service counters
- Restrooms
- Drinking fountains
- Public telephones
- Path of travel along sidewalk corridors within the public rights-of-way
- Access to pedestrian equipment at signalized intersections

Programmatic barriers include:

- Building signage
- Customer communication and interaction
- Non-compliant sidewalks or curb ramps
- Emergency notifications, alarms, and visible signals
- Participation opportunities for City-sponsored events

In 1990, the Dallas City Council added handicap as an additional protected class to the Dallas Fair Housing Ordinance. Being handicapped includes but is not limited to psychological disorders, emotional and mental illnesses, learning disabilities, persons with AIDS or AIDS Related Complex and recovering drug addicts and alcoholics. If someone is disabled, they cannot be refused rental because of their disability.



Current City of Dallas Reasonable Accommodations include:

### **Service Animals**

By law, housing providers are required to accommodate a person's disability by changing or modifying a rule or policy or practice when doing so is necessary to give persons with disabilities equal opportunity to use and enjoy his or her home.

Under the fair housing law a housing provider who has established a no pet policy must allow a disabled resident to keep a service animal as a reasonable accommodation. The housing provider must allow the disabled resident to keep the service animal if three conditions are met. First, the resident must meet the definition of handicap as defined in the fair housing law; second, the housing provider must know about or should have known about the resident's disability and third, the accommodation may be necessary to afford the resident with a disability an equal opportunity to use and enjoy the dwelling.

Currently the only requirement to be classified as a service animal under federal law is that the animal must be individually trained and must work for the benefit of the person with the disability. There is no requirement as to the amount of training that the animal must take nor is there a requirement as to the amount of work that the animal must do for that resident.

### **Parking Spaces**

If someone with a disability asks a housing provider to create or designate a parking space for them, generally the law is going to require the housing provider to create or designate the space if three conditions are met. First, the resident must ask for a designated space; second, creating or designating the parking space would allow that resident to live in and fully enjoy the premises; and third, creating or designating the parking space would not create an undue financial or administrative burden for the housing provider.

In processing a parking space request from a resident with a disability, you are entitled to ask for medical evidence that proves the resident has a disability. This does not give a housing provider the right to ask about the nature of the resident's disability but it does give them the right to ask for proof of their disability. Acceptable proof would be handicapped vehicle identification plates or tags or a letter from the resident's doctor, a chiropractor, social worker, or health provider. Once the resident provides proof, the housing provider has a duty to provide a handicap parking space. And if more than one resident with a disability asks for a parking space the housing provider will have a duty to accommodate each request.

### **Reasonable Modifications**

A housing provider cannot refuse to rent to someone because of their disability. The law requires that renters allow a person with a disability, at their expense, to make reasonable modifications to their unit if such modifications will allow that resident full enjoyment of the premises.

In many circumstances a housing provider may condition approval of the modification on having the tenant establish an escrow fund to pay to have the unit restored to its original condition, reasonable wear and tear excepted, when the tenant moves. The housing provider can also ask for assurances



that the modification will be done in a professional manner.

### Examples of Reasonable Modifications

The Department of Housing and Urban Development's regulations implementing the Fair Housing Amendments Act give two examples of reasonable modifications.

**Example (1).** A tenant with a handicap asks his or her landlord for permission to install grab bars at his or her own expense. It is necessary to reinforce the walls with blocking between studs in order to affix the grab bars. It is unlawful for the landlord to refuse to permit the tenant, at the tenant's own expense, from making the modifications necessary to add the grab bars. However, the landlord may condition permission for the modification on the tenant agreeing to restore the bathroom to the condition that existed before the modification, reasonable wear and tear excepted. It would be reasonable for the landlord to require the tenant to remove the grab bars at the end of the tenancy. The landlord may also reasonably require that the wall to which the grab bars are attached be repaired and restored to its original condition, reasonable wear and tear excepted. However, it would be unreasonable for the landlord to require the tenant to remove the blocking, since the reinforced walls will not interfere in any way with the landlord's or the next tenant's use and enjoyment of the premises and may be needed by some future tenant.

**Example (2).** An applicant for rental housing has a child who uses a wheelchair. The bathroom door in the dwelling unit is too narrow to permit the wheelchair to pass. The applicant asks the landlord for permission to widen the doorway. It is unlawful for the landlord to refuse to permit the applicant to make the modification. Further, the landlord may not, in usual circumstances, condition permission for the modification on the applicant paying for the doorway to be narrowed at the end of the lease because a wider doorway will not interfere with the landlord's or the next tenant's use and enjoyment of the premises.

The transportation system in the Dallas-Fort Worth region ensures the rights of all persons on the transportation system. It is proposed to increase the accessibility of this secured all-inclusive system by **eliminating the cost of transportation for all disabled visitors during FIFA World Cup 2026™**. Mobility and accessibility of all persons is guaranteed.

- Financial assistance to the transit agencies to provide free transit passes for match days and for Fan Fest events at Fair Park
- Financial assistance from Texas Department of Transportation (TxDOT) to provide free toll lane access on Interstate Highway 30 on match days from Downtown Dallas and Ft. Worth to AT&T Stadium
- Provide needed portable dynamic message signs for all events
- Provide electric transit vehicles for FIFA delegations
- A regional limousine permit
- Stand-up a local transportation committee for coordination purposes

### Safety and Security

The police, fire and sheriff's departments across the Dallas metro area work together to pre-design comprehensive strategies to mitigate risks around mega sporting events that also include state



and federal agencies. The local leaders pre-determine the set up of **unified commands, clear communication pathways, and redundancy plans**. The Dallas metro region is home to the largest geography of interoperable agencies.

An example of proactive leadership in this issue area is highlighted by Dallas Police Department being one of the very first police departments in the country to willingly learn about the human rights issue of human trafficking. The police department subsequently created special units within the organization to stop treating females arrested for prostitution as criminals and began to see that many of them were trafficking victims. Arlington, Dallas and Ft. Worth now have dedicated Human Trafficking units in the respective police departments.



The Dallas Police Department documents the following data:

- Officers' response to resistance, including inappropriate force complaints, race of involved officer and citizen, and injuries to officer or citizen. Since 2019, such incidences have been processed by the Office of Community Police Oversight Board. In 2019, [4 percent of arrests](#) involved force above compliant handcuffing.
- Racial profiling analysis is reported annually. Reports include data on race/ethnicity in traffic stops; whether a search was conducted or force was used; and the location, reason, and result of the stop. In 2019, males, Blacks, and Alaskan Native/American Indians [were over-represented](#) in traffic stops.
- Officer-involved shootings are [available annually](#) beginning in 2003. 2020 recorded the lowest number of officer-involved shootings (5), since a high of 23 in 2012.

**Dallas Fire-Rescue** also has an ISO rating of #1. DFR received and has maintained the rating over five (5) years. This designation is highly coveted as less than 2 percent of fire departments nationally qualify for this level. An ISO PPC Class 1 proves that we have the right resources and staffing to keep our city safe.



Safety for all modes of transportation was a key principle, along with equity, in the development of the [Dallas Strategic Mobility Plan](#) in 2021. Dallas Area Rapid Transit police report monthly arrests and [National Incident-Based Reporting System](#) offences by facility. The City of Dallas adopted a [Vision Zero](#) resolution in 2019, acknowledging the number of traffic deaths in the city. The City of Fort Worth also adopted a Vision Zero resolution in 2019.

The Dallas [Comprehensive Environmental & Climate Action Plan](#), completed in 2020, addresses residents' safety by addressing affordable energy, sustainable transportation, clean water, flood protection, heat and drought, trees and green spaces, access to healthy food, and clean air.

General Safety and Security risk areas include the following:

- Peaceful Protests for social differences that turn violent
- Terrorism against event attendees and players
- Assaults due to social, cultural, political differences
- Injury or medical emergency at an event venue, fan experience, hotel, restaurant, or transportation platform
- Protection of athletes, team personnel and attendees against trafficking and kidnapping

If the areas of risk fail to be mitigated, the experience of the World Cup, City of Dallas, and every person living and visiting Dallas could be at risk of harm. The tragic and lasting impact of the 1963 Kennedy assassination, 1972 Olympic Munich massacre, 1998 Olympic bombing in Atlanta, 2002 Madrid Champions League bombing, 2008 Sri Lanka Marathon massacre are more avoidable today than every before. More recent domestic social justice protests have challenged and prepared community leaders to proactively address policy and prevention efforts that are more systemic in nature. For example, Texas is the second largest hub for Human Trafficking in the country and the City of Dallas is one of the top ten cities nationwide and this has yielded a sophisticated ecosystem of government, nonprofit and private business coordination to mitigate scenarios of increased risk.

The Dallas Domestic Violence Task Force comprises 40 plus members of various area agencies whose primary focus is the prevention and eradication of domestic violence and the support of victims. In the City of Dallas, New Friends New Life, North Texas Coalition Against Human Trafficking (NTCAHT), RSTX, and Traffic 911 are different foundations with aligned missions. If this task force is connected with these foundations, an integrated platform like ZIMS can become the conduit that connects incident reports and deploys protective action. After the plan is developed, the American Civil Liberties Union (ACLU) of Texas can be brought in to establish peaceful protest guidelines and trainings within the safety plan.

**The City of Frisco** (home of FC Dallas) is consistently ranked among the safest cities in America. Most recently, Frisco was named the #1 Safest City in Texas and the [#2 Safest City in America by Smartasset.com \(2021\)](#).

For the third consecutive year, response times have dropped. Current response times and priority calls average under four (4) minutes; non-priority calls average under seven (7) minutes. The 'Closest To Dispatch' system is credited, in part, with this success.



The Frisco Police Department and its officers respect an individual's right to assemble and peacefully protest, while fully realizing our responsibility to ensure the safety of the community, participants and first responders. Frisco Police supports this Constitutional right by working with community leaders to establish safety guidelines in advance, whenever possible. These guidelines allow them to voice a message, while ensuring the safety of the community.

The department also works with stadium/venue management for any large events to assure proper staffing levels and safety procedures are in place. These large events are monitored by the Collin County Fusion Center, as well as Frisco officers, for any intelligence information. The department's Tourism Deployment Unit focuses on policing special events through visibility and approachable conduct. The City of Frisco uses a state-of-the-art [Emergency Operations Center \(EOC\)](#) to manage large events. The EOC may be staffed by employees from various departments including, but not limited to, police, fire, traffic engineering, emergency management and communications, to ensure communication and high levels of service.

The Frisco Police Department (FPD) is internationally accredited. The department was initially accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in 2008. Since then, CALEA has awarded the Frisco Police department [reaccreditation in 2011, 2014 and 2017](#). The next reaccreditation assessment starts in June 2021. The Frisco Police Department is one of only three cities in Texas dually accredited in Law Enforcement and Communications.

As a result, a culture of respect, service and inclusiveness permeates throughout the Frisco Police Department. Officers are held to a high standard for conduct, regularly confirmed by supervisors through observations and communication with citizens.

Diversity training is ongoing. Officers are trained on a "One Frisco, Many Cultures" approach which emphasizes the Frisco community "...is one with us and differences enhance strength." The Community Services Unit regularly engages with community groups and the Frisco Inclusion Committee, which is an Ad Hoc committee initiated by Frisco's Office of the Mayor.

Frisco Police officers are trained to compassionately listen when taking reports involving violence, abuse and possible exploitation. The department's Crimes Against Persons Unit has specialty units dedicated to Family Violence and Crime Against Children. FPD also works with the Children's Advocacy Centers.

The City of Frisco has a [#1 ISO rating for public protection; it's the highest rating for fire, water and communication services](#) awarded by the Insurance Service Office.



**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) A description of the area of opportunity (e.g. what could be achieved; how would it positively impact on people and the community)**
- b) A description of how the hosting of match is linked to the opportunity (e.g. how can the event be used as a rallying point for such progress)**

**Housing Rights**

The Dallas metro population will continue to grow at an exponential rate with increasing diversity between today and summer 2026. It will take a coordinated effort by business, civic and nonprofit organizations to address the existing inequities and work to prevent further disinvestment for the future of the city and the region. Cities must address the fact that where a person lives does influence their future success or lack thereof.

**HOUSING RIGHTS LEGACY**

**Local: Support [The Real Estate Council](#) and Dallas Metro Homeless Alliance strategic plans**  
**For FIFA: Establish long-term partnership with VRBO and AirBNB**

**Workers Rights**

Government and workers advocacy organizations can elevate the image and outcomes of event related labor by authentically focusing on and hiring marginalized groups. Expanding labor and supplier diversity ordinances across cities in the Dallas metro area can have a significant impact.

**WORKERS RIGHTS LEGACY**

**Local: Dallas metro area cities adopt a Workers Bill of Rights**  
**Prepare apprenticeships and trainings to transition support roles needed to host the tournament into full time jobs post event**  
**State: Improve minimum business standards (i.e. hourly wage) for workers**  
**For FIFA: Facilitate the Development of a Mega Sporting Event Temporary Worker Protection Policy and ensure employment of marginalized persons is prioritized through digital badges or certificates**

**Migrants Rights**

Hosting the FIFA World Cup 2026™ in Dallas provides an opportunity to promote immigrant inclusion, fostering trust, and strengthening partnerships:

One out of four residents in Dallas is an immigrant. Hosting the FIFA World Cup 2026™ in Dallas creates a space to promote community awareness about the economic, social and cultural contributions immigrants make, and the benefits Dallas derives from being an inclusive community. Before and during the FIFA World Cup, the City of Dallas can promote inclusive messaging through Public Service Announcements and place making signs, all done with multilingual translations to reflect the global diversity that exists in Dallas.

Hosting a World Cup event creates experiences for long-term residents and immigrant communities to foster community trust. This can happen through community events that celebrate diversity and





allow residents to learn from each other while enjoying the FIFA World Cup tournaments. Finally, the World Cup creates an opportunity for the City of Dallas to strengthen its partnerships with local, state and federal agencies, the business community and philanthropic entities to address changing human rights needs.

### **MIGRANTS RIGHTS LEGACY**

**Local: Welcoming City training for staff, volunteers and journalists**

**State: Advance Immigrant Protections in Policy**

**For FIFA: Naturalization ceremony hosted at match venues**



### **LGBTQI+ Rights**

Economic inclusion is the only way to reach full inclusion. Protecting LGBTQI+ people in access to housing, services, public accommodations, education, as well as sports helps our city and our state to fully develop the potential in each individual and retain that talent which makes us a welcoming place to live, work, and visit. Dallas aims to be a persecution and prosecution free zone. And, once teams/countries qualify for the matches in Dallas, work will begin with the Police Departments and consulates for cultural and customs training.

### **LGBTQI+ RIGHTS LEGACY**

**Local: Dallas Police Department Safe Place program extended across metroplex** and expanding the City supplier diversity program to include LGBTBE (LGBT Business Enterprises), veteran and disabled-owned businesses.

**State: Advocate for State of Texas anti-discrimination policy**



## **For FIFA: Supplier Diversity Fair and FIFA’s version of the [HOMEGROWN PARTNER PROGRAM](#)**

Although many Texas cities have adopted a nondiscrimination ordinance that includes sexual orientation, gender identity and/or expression, The State of Texas does not have a comprehensive nondiscrimination ordinance. A [2020 study by Texas economist Ray Perryman](#) supports the notion that Texas will have significant economic impact if the state were to pass a nondiscrimination law. In preparation for the 88th Legislative Session in 2023, Dallas advocacy leaders will continue to work with [Texas Competes](#) and other like-minded community partners to support the passing of a comprehensive nondiscrimination ordinance at the state legislature.

### **Accessibility and Disability Awareness**

The City of Dallas Accessibility planning process is underway and the [City’s Transition plan](#) is guiding the work.

As background, the City completed its first ADA Self-Evaluation and Transition Plan in 1993. In September 2019, the City began efforts to update the plan in alignment with updated regulations. The current transition plan was presented and approved by Dallas City Council in November 2020 and aligns with the 2010 guidelines. Work, coordinated through the Office of Equity and Inclusion Human Rights Division, has begun to remove additional accessibility barriers.

In both the public and private sectors, stakeholders recommend a focus of inclusion (for people of all abilities) in all stages of the human rights plan. Highlights are related to employment and hiring best practices/policies (jobs at Fan Fest suited for disabled or impaired constituents), authentic talent in marketing, A4A leadership support, and vendor recommendations.

#### **ACCESSIBILITY and DISABILITY AWARENESS LEGACY**

**Local: Include Disability Owned Business Enterprise (DOBE) contracting standards in supplier diversity and hiring goals and introduce DAO Training**

**State: Host Accessible Design Awareness exhibit at the Texas Capital during the two legislative sessions between 2022 and 2026 .**

**For FIFA: Facilitate the development of an Accessible City Index for North America and partner with KultureCity for sensory spaces and training at all venues**

### **Safety and Security**

Automating safety operations and integrating such plans where multiple departments and agencies have individualized emergency response plans and protocols is the priority recommendation. Connecting each department and agency’s reporting and response into a single communication platform reduces chatter and allows for more direct action items and responses in shorter timelines with everything recorded and evaluated in the after action analytics.

If a platform such as ZIMS is adopted in the early event planning stage, it has the potential to save time and resources in personnel training and supervision. This is critical in preparing and responding to Human Rights issues during the event. ZIMS, for example, is fully customizable to each individual department/agency preparing for the event. The ZIMS team can train individual stakeholders on implementing their specific operations plans, and with each department building a training



experience inside the platform the stronger the system will be.

### **SAFETY and SECURITY LEGACY**

**Local: Multilingual Safety Education Stations around Fan Fest and key venues**

**State: Maintain statutes and regulations allowing private venues to be gun-free zones**

**For FIFA: Compass and ZIMS technology integrated into FIFA app - creating a "World Cup Standard" for all future mega sporting events.**

This additional information has been provided directly from ZIMS:

ZIMS Platform + Areas of Opportunities Human Rights Legacy

- Awareness of Human Rights through lenses of Safety
- Event Connectivity
- Social Accountability
- Unified Response
- Transparent Reporting

The ZIMS platform is designed to save lives. Each user can have educational material pushed to their devices and within one click file a human rights incident. Once an incident is filed, a geo-fence location is established and event response teams are deployed per level of incident. If every attendee and event worker has access to the platform, evidence logging and real time information can accurately be reported. The Event Operator or Stakeholder has the ability to push out streamlined communication related specifically to each individual incident. Incidents can only be closed out once all steps are completed and are filed in the electronic After Action Report.

The event host can rally the operation plans and event experience around the ZIMS platform. If the event has more stakeholders using the platform, the experience is enhanced and the safety is elevated. The ZIMS platform is the conduit that connects Human Rights incidents to event operation safety plans in real time by monitoring the different cultures of human behavior proactively, identifying Human Rights issues and promptly taking action.





**4) Please provide a list of planned measures the host city commits to implement to prevent and mitigate risks of adverse impacts in each of the risk areas discussed under point 2, including for each risk area:**

- a) The specific measures planned by the host city (e.g. new regulations, mechanisms or programmes)**
- 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**

### **Housing Rights**

The City of Dallas has programs that seek to incentivize the creation of new affordable housing units along with the preservation of existing units. The City also provides direct subsidies to homebuyers seeking to purchase their own homes as well as more limited assistance to tenants who are in need of short-term rental assistance.

During its participation in the ForEveryoneHome initiative, the City anticipates reviewing its “toolbox” to determine if its programs, tools and strategies are promoting inclusive growth with long-term affordability.

The Comprehensive Housing Policy created or continued the following programs:

- Dallas Homebuyer Assistance Program: No-interest loans for first-time homebuyers at 60-120% of area median income (AMI) with a \$1,000 down payment and two months of cash reserves
- Home Improvement and Preservation Program (HIPP): No- or low-interest loans to finance home rehabilitation or reconstruction for applicants at 120% AMI (also available to landlords who rent to households at 80% AMI)
- Homebuyer Incentive Program: Deferred loans for teachers and first responders who purchase homes in target areas and maintain owner-occupancy for 10+ years; repayment is due upon sale or transfer of property
- Tenant-Based Rental Assistance: Rental subsidies for displaced tenants up to the difference between the rent payment and 30% of the household’s adjusted monthly income
- New Construction and Substantial Rehabilitation Program: Incentives for developers to construct or rehabilitate affordable single- and multi-family housing
- Dallas Urban Land Bank Demonstration Program: Sells tax-foreclosed lots at below market prices to qualified developers who agree to construct homes that are affordable for low-income households.
- Dallas Housing Finance Corporation: A public instrumentality and nonprofit corporation that may issue revenue bonds to partially finance multifamily developments and mortgage loans for the purchase of single-family homes that serve low to moderate income households in Dallas. The DHFC can also purchase, lease, hold title to, and take an ownership interest in a residential development to further create and maintain housing that is safe, sanitary, accessible and affordable to the residents of Dallas.

After the North Texas Regional Housing Assessment (NTRHA) was completed the city has been building upon the data discovered and identified ways to increase affordable housing and support low- to middle-income residents.



The goals of the program are:

- Increase access to affordable housing in high-opportunity areas
- Prevent loss of existing affordable housing stock and increase supply of new affordable housing, especially in higher opportunity areas
- Increase supply of accessible, affordable housing for persons with disabilities
- Make investments in targeted and segregated neighborhoods to increase opportunity while protecting residents from displacement
- Increase services for residents of publicly supported housing and maintain and improve the quality and management of publicly supported housing
- Increase access to information and resources on fair and affordable housing

The City of Dallas will continue to produce or create the following:

- Track month-to-month renters to proactively provide safeguards to residents who may be most vulnerable.
- The City will also produce a heat map of neighborhoods closest to downtown/those closest to tourist amenities
- The city is creating an Equity Impact Assessment Tool to identify zip codes most vulnerable
- Map temporary housing locations near public transit
- Create a map to inform leaders on housing cost burdened residents

In the private sector The Real Estate Council, developed The Community Driven Growth initiative is funded by the JPMorgan Chase Partnerships for Raising Opportunity in Neighborhoods (PRO Neighborhoods) – a \$125 million, five-year initiative to provide communities with the capital and tools they need to support locally driven solutions and address key drivers of inequality across the country. The program uses an equitable development approach to economic growth by helping cities implement comprehensive strategies that address barriers to economic mobility. The Community Driven Growth Plan provides a roadmap for Dallas' equitable development.



**The City of Arlington** has over 6,000 hotel rooms available with several developments in process, the number of hotel rooms is expected to exceed 10,000 by 2026. In addition to hotel capacity, Arlington has permitted short term rentals in single-family, duplex, townhouses and apartments. The city expects single family and multi-family units to increase by 5,000 units each over the next 5 years, with



up to 20% for rental purposes. In addition, the City of Arlington Housing Department has relationships with extended stay hotels and UT Arlington which can provide rooms/dormitories for temporary housing. Impact from the World Cup is expected to be shared across Arlington and the greater Dallas-Fort Worth area.

Arlington's street homeless population is smaller than most cities', typically concentrated near downtown away from the AT&T stadium; street homeless encampments are not known to congregate in the area of the stadiums. The City has three shelters to serve the homeless, they have the capacity to house the homeless who will accept shelter. Arlington has robust street outreach for the unsheltered homeless, and will coordinate with those service providers and Arlington Police to educate the homeless population about activities taking place in the city to ensure they are not victimized in any way.

In June 2021, the Arlington City Council passed an anti-discrimination ordinance that would prohibit discrimination based on race, color, religion, national origin, age, disability, sexual orientation and gender identity in employment, housing and public accommodation.

**The City of Frisco** is home to 25 hotels, plus two under development, providing an inventory of more than 4,000 hotel rooms (3,752 rooms, May 2021). As one of the fastest growing cities in America, and the fastest growing city over the past two decades with a population boom of more than 500-percent since 2000, (U.S. Census Bureau), Frisco anticipates a substantial increase in hotel room inventory by 2026.

Potential locations for future properties may be found in the city's [Future Land Use Plan](#), which is a chapter within [Frisco's 2015 Comprehensive Plan](#). The city's award winning 'Comp Plan' will be updated in 2022.

Located 25 miles north of the DFW International Airport, Frisco and our neighboring communities (Plano, McKinney, The Colony) may experience hotel compression; however, Frisco is confident the region's hotel room supply (current and anticipated) will meet demand.

The number of short-term-rentals (STR) is growing in Frisco, too. One reservation platform estimates Frisco's STR inventory at nearly 300 (May 2021). Frisco is considering an ordinance to monitor the city's STR inventory (May 2021).

As of 2020, Frisco has more than 75,000 housing units, which includes more than 54,000 single family homes.

Lifestyle and housing accolades include [#1 Best Place to Live in America](#) (Money, 2018); [Top 20 Most Livable Mid-Sized City](#) (Smartasset, 2020); [#3 Best Real Estate Market in U.S.](#) (WalletHub, 2020) and [#2 Best Place to Live in Dallas Area](#) (MoneyInc.com, 2019).

A 2020 Homeless Census survey, which considered city boundaries in both Collin and Denton counties, found no more than 7 homeless individuals in the City of Frisco.





## Workers Rights

By January 2024, the City of Dallas aims to establish a Worker’s Bill of Rights Ordinance and will work with surrounding cities to create similar ordinances. The City of Dallas will continue its relationship with Migration that Works for guidance in development of local Bill of Workers Rights ordinance.

In September 2020, the City of Arlington received the results of the Availability and Disparity Study that they had requested to determine if Minority, Women, Business Enterprise (MWBE) statistical disparity exists and whether the current practices affect any documented disparity. The results of this study identified a need for a formal MWBE program and presented recommendations for structuring and implementing the program. On March 2, 2021, City Council adopted Resolution No. 21-047, revising the Local and Minority & Woman-Owned Business Enterprise Policy overall goal from 25% to 30%. The City Council has also approved the expansion of the Office of Business Diversity from one person to four which will expand the ability to outreach to minority and women-owned businesses as well as City departments during the procurement process. A full copy of the policy can be viewed in the Annex.

The City of Frisco is committed to principals of the Equal Employment Opportunity law. The City of Frisco’s Charter addresses equality of rights, citing “...Equality of rights under state and federal law shall not be denied or abridged with respect to appointment to or removal from any position (Sec. 14.02).”

Through a unique partnership with LinkedIn, Frisco’s Economic Development Corporation (FEDC) provides job seekers an easy way to search for jobs in Frisco. Applicants can search by experience level or industry by using a [digital platform accessible from the FEDC website](#). The Frisco Chamber of Commerce also supports a [job bank accessible](#) through its website. World Cup jobs can be included on both platforms.

Recent accolades associated with Frisco’s business climate include [#1 Most Recession Proof City](#) (Smartasset, 2020) [#1 Best City to Do Business in Texas](#) (Better Homes & Gardens, 2020); #2 Best City for Jobs After Graduation (Interest.com, 2020).

Census data from the [2019 American Community Survey](#) estimates the City of Frisco’s unemployment rate is 3.6% and the poverty rate is 3.5%.

## Migrants

The City of Dallas Office of Welcoming Communities and Immigrant Affairs will be working with the Fair Housing Division, Dallas Police Department and worker rights nonprofits to promote information on immigrant rights and resources to report discrimination and abuse related to housing so residents are informed and able to seek assistance they may need.

Dallas is also working towards translating all written materials into multiple languages. Currently it is standard for City of Dallas information to be emitted in English and Spanish.

By January 2022, Dallas aims to hire a Language Access Coordinator who will work towards ensuring that critical information related to immigrant rights will be translated or interpreted into the top five languages spoken in Dallas including Spanish, Amharic, Vietnamese, Chinese, and Korean.



We forecast that Welcoming Communities and Immigrant Affairs will engage 50,000 Dallas residents by September 2021 through social media campaigns and culturally responsive community engagement activities. By September 2022 it will double its reach, engaging 100,000 residents through community wide campaigns and engaging our taskforce members to share information and resources.

## **LGBTQI+ Rights**

The Dallas Police Department, Dallas Hope Charities, and the Collective Hope Coalition are working together to expand the Safe Place program in Dallas, and spread awareness and education to the community by encouraging victims to report all crimes, especially hate crimes, in hopes of reducing the risk of injury and/or self-harm to the LGBTQI+ community and all communities in Dallas. The Safe Place program will help bring the LGBTQI+ community, the Dallas Police Department, local businesses, social organizations and even schools together to create a safe place and city for all. The program helps to increase the confidence for victims to report crimes and to know they will be treated with respect, dignity, and care from the Safe Place locations and police officers.

Additionally, the host city can put in place programs to make soccer an inclusive sport for transgender people, LGBTQI+ people by implementing policies, educating and training soccer coaches, administrators, and organizations from youth, college, professional, and adult. This will make soccer more accessible to those with varying abilities by modifying matches, leagues, and programs.

Dallas will work with the North Texas LGBT Chamber of Commerce and Disability IN, along with other minority business organizations to grow potential suppliers and include underrepresented people in planning and execution leading up to FIFA World Cup 2026™.

External stakeholders and partners in cultural competency training include Special Olympics, RISE, Athlete Ally, NCAA, United States Youth Soccer Association, United States Soccer Federation, YMCA, YSO.

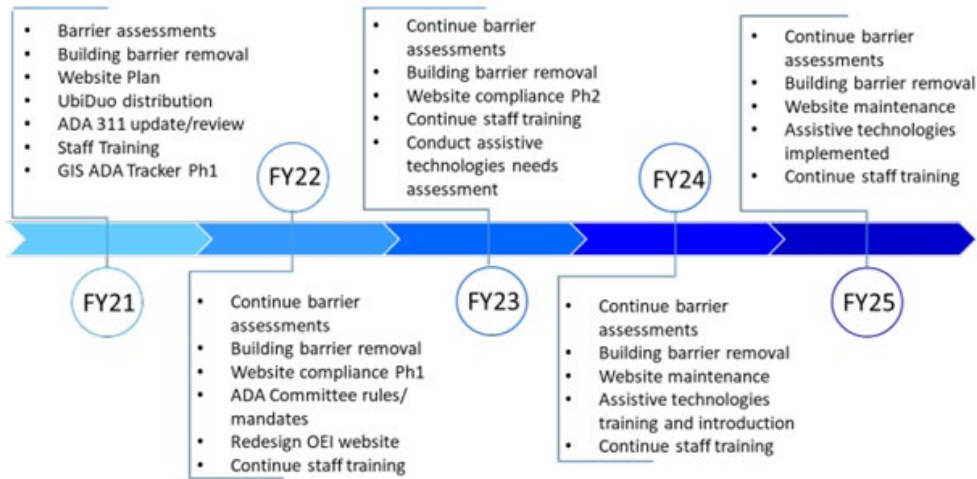
## **Accessibility and Disability Awareness**

City of Dallas completed its [ADA Self-Evaluation & Transition Plan](#) in 2020. For this plan, the city compiled a list of all City programs, services, and activities (PSAs) required to be reviewed for compliance with Title II of the ADA. The City will evaluate current status regarding ADA requirements and possible solutions will be identified in an update to the transition plan. The Plan calls for consideration of new policies, procedures, or guidelines related to accessibility, such as service animal guidance, non-discrimination policy statement, and entity-wide ADA training. Additionally, the plan identified public buildings that are not fully compliant and identified possible solutions. The city estimated the cost to bring each building into compliance.

The plan also identified issues with curb ramps and sidewalks that hinder accessibility; these will be addressed in the city's upcoming Sidewalk Master Plan. The city will maintain an action log of follow-up actions taken based on the transition plan.

Milestones for the City of Dallas' five-year [ADA transition plan](#) to remove accessibility barriers are outlined below. In June 2021, the city began phase 2 of the ADA Transition Plan.





Both the City of Dallas and City of Arlington will ensure access to facilities for inspection and assessment/review of assessment files to ensure ADA compliance and proper egress for all attendees.

The City of Dallas recommends FIFA consider a special partnership with DART to provide direct public transportation to AT&T Stadium and other venues for the purposes of the tournament. This has material support from the North Central Texas Council of Governments (NCTCOG) which is the regional transportation planning authority. Free transportation will be provided to matches for those with a disability.

Dallas' public transportation partner, DART, offers a number of year-round options for those with hearing, vision and mobility impairments, including paratransit service with wheelchair accessible vans. DART also offers travel training and travel ambassadors for those who may be able to ride DART bus and rail, but need assistance with questions about how and where best to access the service.

The City of Dallas will explore training Community Emergency Response Team (CERT) volunteers or other City-sponsored volunteers to be accessibility advocates. Sidewalk Master Plan implementation which will lead to additional BFRs and more accessible infrastructure.

Dallas Fire and Rescue Life Safety division can provide an additional layer of facility review for safe entry and exiting of facilities. All accessible gates will be clearly marked. Priority elevator access for wheelchair use will be provided.

The host cities will conduct a comprehensive review and test of all venues (stadiums or other official event locations) will be conducted against established standards to determine site readiness for safety and accessibility for guests of all abilities and develop action plans to amend or upgrade facilities with appropriate ADA assistive technologies. This may include improved signage, audio beacons, hearing loops, audible instructions, technology boards or signage at facilities and other technologies.

[AT&T Stadium created a dedicated Accessibility webpage](#) with information on parking, seating, and restrooms to support the attendance of those with limited mobility.



Dallas 2026 Bid Committee will also provide the UEFA commissioned [CAFE Disability Access Officer implementation portal](#) and handbook to regional venue leaders, including providing training sessions and establishing a network of Disability Access Officers to share best practice examples. Disability Access Officer leaders would be recruited to help lead the Human Rights Symposiums.

## Safety and Security

The three largest cities in the Dallas metro area are interoperable. They embed officers in safety and security operations across municipal lines to ensure accountability. The local police departments have and will continue to advance their safety and security priorities by sustaining and expanding the following services (not exhaustive):

- Promoting **“See something. Say something.”** public engagement campaign
- Working with Clear Communications on coordination of content on digital messaging boards
- Staffing more officers where people may be most vulnerable - i.e. LGBTQ+ entertainment districts, areas of high homeless populations
  - Dallas and Ft. Worth have a dedicated corps of officers trained to work with the homeless
  - Dallas Police Department has a **RightShare** program for mental health crisis assistance made up of seven teams of three (medic, police, social worker)
- Educating community partners in advance
  - Homeless shelters
  - Safety pamphlets for each official FIFA hotel noting top safety risks and remedies (also integrated into the app)
  - Consulates
  - Federal partners
- **Intellectual property rights** and counterfeiting mitigation
- Ensuring all teams and official FIFA delegations have motorcade escorts for travel
- Additional officers for Human Trafficking mitigation
- Over **25 different police departments and law enforcement agencies** are specifically trained to make AT&T Stadium safe and secure.

Additionally, the public transportation partners will adhere to the American Public Transportation Association (APTA) [Standard for Special Events](#) will be followed, as recommended, for the transportation related security and special event management aspects of FIFA World Cup 2026™.

The ZIMS App integration supports law enforcement and event producers in their efforts to protect the vulnerable who either live in, travel to, or pass through cities hosting mega events. ZIMS, connects law enforcement and other operations teams through a single communication platform. By connecting these key event stakeholders this allows FIFA staff to track every incident, dispatch triage and implement emergency response plans inside of the Dallas operations plan. The safety, comfort, and security of these vulnerable populations is our highest priority. ZIMS has a track record of working closely with local, regional, and state law enforcement to ensure that those traveling to and within Dallas arrive safely and remain safe and comfortable throughout their stay. The ZIMS platform has the capability to expand into each event attendee’s experience through the FIFA World Cup 2026™ fan facing app further connecting the law enforcement and operations teams to address any human rights issues that may arise.



**5) 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.**

The City of Dallas is an organization with strong values of responsibility and integrity -- with Core Values of Empathy, Ethics, Excellence and Equity. The City Code contains general guidelines for conducting business with the highest standards of ethics. The City is committed to an environment where open, honest communications are the expectation, not the exception. The goal is for employees and citizens to feel comfortable in voicing concerns in instances where violations of City Code, City Personnel Rules, Code of Ethics, Administrative Directives, or other policies or standards have occurred.

Many of the reporting and resolution measures included in this Human Rights plan can also be embedded into the FIFA or ZIMS app.

### **Housing Rights**

- [Catholic Charities](#)
- [City of Dallas Office of Fair Housing and Human Rights](#)
- [City Square](#)
- [Communities Foundation of Texas](#)
- [Dallas Eviction 2020](#)
- [Housing Crisis Center](#)
- [Legal Aid of North Texas](#)
- [MetroDallas Homeless Alliance \(MDHA\)](#)
- [North Texas Fair Housing Center](#)
- [Texas Tenants Union](#)
- [United Way of Dallas](#)

### **Workers Rights**

The City of Dallas operates an anonymous Speak Up Line for reporting fraud, waste and abuse concerns by City employees, departments, or contractors. This hotline is designated only for reports of possible violations of City Code, City Personnel Rules, Code of Ethics, Administrative Directives, or other policies or standards by City employees, Departments of the City or vendors doing business with the City. If the concern does not involve City employees, City Departments or vendors doing business with the City, **do not** report concerns to this hotline, but instead consider contacting local law enforcement or another appropriate entity.

What to Report:

- Workplace harassment/retaliation/discrimination
- Misconduct or unethical behavior
- Unsafe work practices
- Misuse of City property or information
- Bribes/Kickbacks
- Healthcare fraud
- Wasteful practices



How to Report:

- [Speak Up Line Flyer](#)
- Call the Speak Up Line (also known as the Fraud, Waste & Abuse Hotline) which can be accessed by calling a toll free number at: 1-877-860-1061. Spanish speaking call takers are currently available.
- Or through a [confidential web based report](#).

## Migrants

The Dallas Consular and World Affairs Council of Dallas offices have volunteered to coordinate communications with the country they represent to proactively educate and inform visitors of the process for reporting suspected violations of human rights. This is an approach also recommended by the police departments across the Dallas metro area to support the Welcoming Communities efforts and to reduce the risk of international misunderstandings that can be prevented with proper preparation.

Dallas County [connects resources to immigrants](#), including undocumented workers and hospitality workers. These resources include grants, financial assistance, housing, medications, legal aid, and food provided by non-governmental organizations.

Additionally, Dallas has established partnerships with Workers Defense Project and OSHA to report and defend immigrants who suffer from poor worker conditions or wage theft.

Dallas Police Department has two divisions, [Unidos](#) and the Asian American Unit that has experience in conducting outreach and safety support for diverse community groups and responds to all reported incidents.

The City of Dallas also provides links to [non-governmental organizations](#) that serve immigrants and refugees that can offer assistance and meet other needs of attendees .

Nonprofit organizations, such as [Human Rights Initiative of North Texas](#) and [Catholic Charities, Mosaic](#), and [Refugee Services](#) of Texas provide services to individuals and families in crisis and can serve as a resource during the tournament.

## LGBTQI+ Rights

### Texas Lambda Legal – Dallas Chapter

[Lambda Legal](#) is the oldest and largest national legal organization whose mission is to achieve full recognition of the civil rights of lesbians, gay men, bisexuals, transgender people and everyone living with HIV through impact litigation, education and public policy work. As a 501(c)3 nonprofit organization, Lambda Legal does not charge its clients for legal representation or advocacy, and receives no government funding. Lambda Legal Texas has a regional office in Dallas, where they've continued their efforts to expand and defend protections against LGBTQI+ discrimination within existing laws and ordinances, and exploring, developing, and supporting efforts to enact new protections at the local, state, and federal level.



## Accessibility and Disability Awareness

The City of Dallas commonly provides appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in programs, services, and activities, including qualified sign language interpreters, documents in braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

The City of Dallas will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all City programs, services, and activities. For example, individuals with service animals are welcomed in City offices, even where pets are generally prohibited. Additionally, the City of Dallas has purchased devices which allow communication between hearing and non-hearing individuals while waiting for a qualified interpreter to arrive; devices have been deployed to customer facing departments across the city for use.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a City program, service, or activity, should contact the Americans with Disabilities Act (ADA) Coordinator at 214-670-3247 as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the City to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a City program, service, or activity is not accessible to persons with disabilities should be directed to the ADA Compliance Office at 214-670-3247. Complaints may also be submitted through:

- City of Arlington or Frisco ADA Compliance Office
- Stadium security
- Texas Health and Human Services
- [Governor's Committee on People with Disabilities](#)

## Safety and Security

If a person's breach of human rights is a result of a criminal matter, this would be investigated either by the appropriate Police Department's investigative unit or if necessary by the appropriate Federal Law Enforcement agency. If it is not a criminal issue, the Department's Internal Affairs Office and the City of Dallas Office of Community Police Oversight would address these concerns. Both are very accessible to all affected parties and representatives.

Cities across the Dallas metro area coordinated a QR code development to report potential human rights violations.

- FIFA App
- Airport security
- Dart security
- Police departments
- Sheriff's departments
- Stadium security



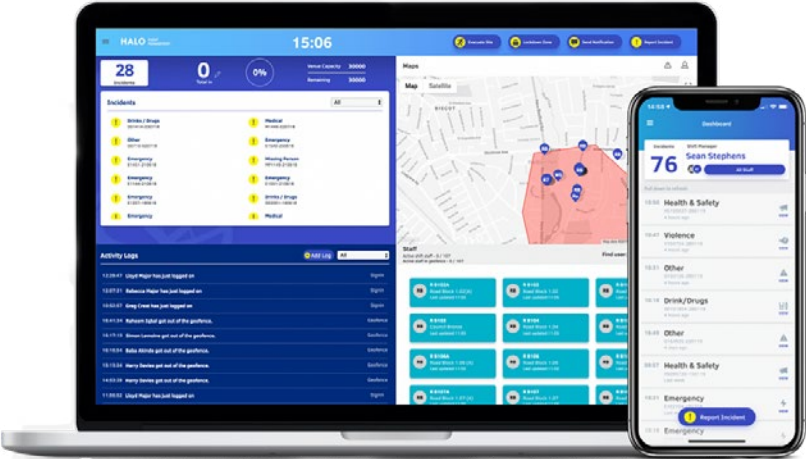




The Dallas 2026 Bid Committee will partner with local and international media and the consulate offices to distribute contact information and strategies for fans and visitors to connect with safety and security organizations based in Dallas during the World Cup.

If the ZIMS platform is fully integrated and made accessible through all event apps, to every event attendee, player and worker related to the World Cup then anyone can submit an incident related to Human Rights or Event Safety and have direct follow-up. Decision makers will also have access to all data collected to watch trends and help mitigate risks.

Finally, a national youth outreach and prevention program for young people under the age of 18, Safe Place, provides assistance for those in need of immediate help and safety. As a collaborative community prevention initiative, Safe Place designates businesses and organizations as Safe Place locations, making help readily available to youth in communities across the country. Safe Place locations throughout the metro area include: libraries, recreation & community centers, and fire stations.



**6) 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:**

**a) The specific measures planned by the host city**

**b) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures**

### **Housing Rights**

The City of Dallas has several measures in place to monitor adherence to local and federal policies regarding housing rights. The Office of Equity Fair Housing division tracks the number of fair housing violations reported, length of time to investigate reported violations, as well as the final outcome of each report. To prevent further incidents, the office also provides training and outreach to landlords and management companies throughout the year to reduce potential violations and conducts educational outreach to inform tenants of their rights.

These investigations, trainings, and information sessions will be shared more broadly leading up to the tournament. Additionally, work will be undertaken to train registered short-term rental hosts of their responsibilities related to upholding housing rights. Partnerships with short-term rental agencies such as VRBO and Airbnb can be forged to limit displacement, unfair practices or price gouging before, during, or after the tournament. Data will be tracked on the average daily rental rate for units across the Dallas metroplex; caps on rental rate increases can be considered.

Finally, data will be maintained on the number and location of homeless individuals before, during and after the tournament to measure the displacement of low-income and vulnerable populations in Dallas and the surrounding areas. Using maps of vulnerable individuals referenced above, targeted efforts can be undertaken to prevent displacement.

### **Workers Rights**

Currently, the City of Dallas is considering the United Way of Greater Dallas (UWD) recommendation of greater workforce equity, including the priorities below:

1. Increase the number of good jobs available to frontline workers of color
2. Increase the number of workers of color in pre-apprenticeships so that they have pipelines to occupations in industries where they are underrepresented
3. Use skills-based hiring, retention, and advancement strategies to reduce occupational segregation fueled by hiring bias and degree inflation
4. Invest in community-based digital literacy, adult literacy, and integrated learning programs to remove barriers to entry and advancement in the labor market
5. Increase investment in wraparound supports like accessible childcare, affordable housing, and efficient transportation options to facilitate labor-market advancement and educational attainment for workers of color
6. Disaggregate participant outcomes from education and workforce programs by race to identify the workforce development interventions that help workers of color succeed in the labor market
7. Align workforce development initiatives and worker rights projects to improve workers' basic protections and increase opportunities for advancement available

8. Strengthen coordination between the workforce development and housing systems to reduce the housing burden for workers of color and to ensure they can access opportunity jobs

**Read the full [UWD Jobs and Opportunity Project report here](#).**

[Dallas City Council Resolution 15-2141](#) requires suppliers awarded general service contracts valued greater than \$50,000 to pay their employees rendering services on the contract not less than the wage floor (the term employee includes all those performing services on this contract. The relationship of employment is determined by the vendor), no less than the “living wage” rate, as set by the Massachusetts Institute of Technology Living Wage Calculator, or its successor, for Dallas County, Texas. (Living wage as of 4/29/2021 for 1 adult is \$15.21, <https://livingwage.mit.edu/counties/48113> )

Select Dallas City Council members are budgeting for \$14/hr for the City of Dallas and would not be signing any contracts for less than \$15/hr for the next budget. The living wage research shows that the current living wage is \$14-15 for a single adult without children. In 2026, \$14-15 per hour may still end up below a living wage, but it will have increased and proven a pathway for future increases. For reference: Cost Of Living for Arlington and Dallas: <https://livingwage.mit.edu/metros/19100>

The City of Dallas will work to establish a Worker’s Bill of Rights; create additional clauses for labor protection in City contracts; build upon relationships with trade unions and other workers rights groups. The City of Dallas will work with Workforce Development of Greater Dallas to prepare apprenticeships or trainings to transition the support roles needed to host the tournament into post-event work or careers. (Business Workforce Inclusion Team).

An additional recommendation presented by **labor organizations** is a collaboration between corporations, government, labor organizations, and community groups. The collaboration would help to address risks that workers and communities might face related to Mega Sporting Events across the country and world. Elements suggested to build such a collaboration include:

- Incorporating the proposals from labor and community groups (as contained in their letters of support) into the human rights plan for Dallas
- Inviting labor representatives a seat on the human rights subcommittee – and on other subcommittees where decisions made will have substantial impact on union members and non-union workers, including committees dealing with topics such as the Fan Fest, stadiums and venues, accommodations, community/civic engagement, and transportation.
- A commitment by private parties involved (FIFA, teams, contractors, etc) to negotiate with unions and our allies detailed, binding agreements – including community benefits agreements and labor agreements – which cover events such as Fan Fest and facilities such as stadiums, airports, and hotels.
- FIFA requires and supports programs that provide employment and workforce development assistance to identified marginalized communities.
  - These programs can be embodied in binding local and targeted hiring, as well as fair chance hiring requirements and included in any overall community benefits agreements.
- Some of recommendations for how the host committee and host city can provide employment to identified marginalized communities includes:



- Engaging in outreach and recruitment through trusted community intermediaries;
- Having a centralized, coordinated system for intake, screening, training and referral of marginalized workers for jobs associated with the match;
- Requiring employers to exclusively consider applicants from marginalized communities referred by designated intermediaries during portions of the hiring process;
- Establishing overall hiring targets for people from high unemployment and poverty census tracts and with barriers to employment;
- Hiring people through certain approved training programs that both provide excellent training and enroll significant numbers of marginalized people;
- Frequently reporting data on who has applied for jobs and who has been hired;
- Establishing oversight mechanisms that can quickly engage employers to correct shortcomings and support compliance.

**Texas Workforce Commission (TWC)** is charged with meeting the needs of Texas workers for education, skills training, and labor market information to enhance their employability, earnings, and standard of living and for an efficient unemployment compensation system. TWC provides a broad range of services to Texans to help them reach their brightest potential, including services that connect workers to jobs and training, support services for individuals in the workforce, and additional workplace administrative/legal support.

TWC has many services and initiatives to keep our current and future workforce up to date on in-demand skills to take advantage of career opportunities in Texas. Employment Services are offered to workers and job seekers through Boards in coordination with business, educational entities, and other community partners. Workers and job seekers have unlimited free access to the revamped job-matching tool, WorkInTexas.com, and can utilize valuable services at local offices around the state for help searching, applying, and training for career opportunities, including career exploration services as well as resume and interview prep. TWC also offers a variety of training programs to equip the Texas workforce with skills needed for employment. Workforce Innovation and Opportunity Act (WIOA) training is available through hundreds of training providers across the state to provide eligible Texans skills to gain a valuable career. Special training initiatives offered by TWC in 2020 included the Skills Enhancement Initiative and significant expansion of the Apprenticeship Program, which trains workers for well-paying jobs with promising futures. Students in TWC's Adult Education and Literacy (AEL) program receive the benefit of a dynamic system of services that help individuals build literacy and numeracy skills, increase employment skills, attain high school equivalency certifications, and obtain recognized postsecondary credentials.

Helping workers find and prepare for a career in Texas is just the start of TWC's support for Texas workers. TWC also offers support services including the state subsidy child care program. TWC and our Board partners also provide child care recipients with education, guidance, and information, including information about the availability of quality child care and the importance of quality care to healthy child development. Texas Rising Star (TRS), Texas' quality rating and improvement system, promotes progressively higher levels of quality via program support and enhanced reimbursement rates. TWC's quality child care program creates dual value for Texas because quality child care promotes healthy child development and school readiness while allowing parents to work or attend training or education. TWC also offers **job support services to individuals with disabilities through**





**our Texas Workforce Solutions–Vocational Rehabilitation Services (TWS-VRS) division.** Texans can obtain customized assistance reaching their career goals via counselors at local Workforce Solutions offices around the state. Services available include vocational evaluations, counseling and guidance, training and education assistance, and assistive technology. The **Purchasing from People with Disabilities (PPD)** program, commonly referred to as the State Use Program, provides individuals with disabilities employment opportunities through Community Rehabilitation Programs (CRPs) around the state, many of whom provide support services in addition to helping their employees gain work experience and transition towards greater independence and prosperity. TWC also outreaches and provides services to **migrant seasonal farm workers (MSFWs)**, including employment services, supportive services, benefits, protection, counseling, testing and job training referrals. Outreach staff also provide technical assistance to Workforce Boards, center staff and agricultural employers, as well as training on topics like Human Trafficking, Sexual Harassment, COVID-19 Medical Leave Act, FLSA, OSHA, and Employment Law.

## Migrants

The City of Dallas will share its Welcoming Cities Training and work with other Metroplex cities to help them also become a Certified Welcoming community based on the policies and programs that reflect that city's values and commitment to immigrant inclusion. Immigrants comprise more than 30 percent of the metro area's workforce. The [Welcoming Dallas Strategic Plan](#) outlines task force recommendations to overcome barriers to success for immigrants that can be applied to all cities across the Metroplex.

The priority measures for Welcoming Communities and Immigrant Affairs (WCIA) are as follows:

- **Safe and Connected Communities:** WCIA works closely with other city departments to disseminate educational information regarding community safety. WCIA builds relationships and trust between immigrants and many types of safety and first responders, such as the Dallas Police Department, the Dallas Fire Department, and other emergency care personnel. WCIA will establish Welcoming Hubs where Dallas' diverse residents can partake of instructional and recreational opportunities for themselves and their children. WCIA collaborates with other public and community partners to maintain ongoing communication with municipal, state and federal agencies regarding policies impacting immigrants and refugees in Dallas.
- **Leadership and Communications:** Dallas is a welcoming city for all its residents, businesses, students and visitors. With the participation and input of a broad swath of Dallas residents and immigrants and refugees themselves, WCIA will develop a Dallas Welcoming Plan that will guide its immigrant integration and inclusion work. The Welcoming Plan includes strategies for bringing immigrants and refugees into shared leadership in the City of Dallas. WCIA collaborates with the City of Dallas Protocol Office to engage with foreign consulates and guests to raise awareness about Dallas' welcoming efforts.
- **Civic Engagement:** In 2019, there were an estimated 129,000 residents eligible to apply for naturalization in Dallas. WCIA undertook a citywide, MyDallas Citizenship Campaign, to promote awareness about the benefits and responsibilities of U.S. citizenship. Working



together with partnering community organizations WCIA offers free large scale naturalization application workshops. In conjunction with the Dallas Public Library, WCIA developed citizenship information hubs in all Dallas branch libraries to serve as ongoing resources for families and individuals to educate themselves and their communities about citizenship, civic engagement and volunteerism. WCIA connects immigrants and other residents in common-purpose volunteer opportunities and seeks to increase the involvement of immigrants and refugees in city task forces and committees.

- **Equitable Access:** Building on the City of Dallas' ethos of excellence, ethics, empathy and equity, WCIA ensures that existing and proposed policies simplify and increase immigrant access to City services. WCIA works with other city departments to ensure that immigrants and refugees are aware of and have access to all City of Dallas services. WCIA also works closely with Dallas City Hall On the Go and 311 to promote awareness of the service and to increase utilization by diverse communities.
- **Economic Opportunity and Education:** Dallas WCIA will create new partnerships to integrate immigrants into the economy in ways that significantly benefit Dallas' long-term economic growth. As Dallas is an international business hub, WCIA collaborates with the business, philanthropic and academic community to create and support economic opportunities for immigrants and refugees in Dallas. WCIA works across city departments to develop workforce training, greater job access and to educate employers and employees about workers' rights and resources for immigrants. WCIA will work with the department of Economic Development to research opportunities for small business and entrepreneurial development and to disseminate information on the City's EB-5 program for immigrant investors. WCIA will bring together a diverse group of community collaborators to study and understand the data demonstrating immigrant contributions to the economy and, thereafter develop and implement a plan that harnesses those contributions.

Additionally, the City of Dallas adopted a [racial equity resolution](#) in 2021. This has spurred similar policies in cities around the metro area. The resolution acknowledges racial inequity stemming from systemic racism; it resolves to commit additional resources to areas experiencing inequities; provides equity training to city employees; creates a team to create equity plans; and creates a team to address equity in budgeting. The resolution also reaffirms the City of Dallas' commitment to promote equity through policy and enhance efforts aimed at understanding, addressing, and dismantling racism and how it affects the delivery of human and social services, economic development, and public safety.

Finally, the City's Communication, Outreach and Marketing Department is launching a **Language Access Center** to ensure language access to information and resources are available.

These actions demonstrate the City of Dallas track record and active commitment towards protecting residents and visitors against discrimination.





## LGBTQI+ Rights

The Dallas metro region is estimated to have one of the largest lesbian, gay, bisexual, transgender, and queer/questioning (LGBTQI+) communities in the United States. The LGBTQI+ community thrives in the Dallas metro region, with a widespread sentiment of welcome throughout the cities and their respective business communities. Many companies with headquarters in the region, such as American Airlines, Southwest Airlines, Texas Instruments, Sabre Corporation, GameStop, and the Dallas Mavericks, are leading the fight for diversity and gay rights in the state – and those are just a handful out of many.

Both the cities of **Dallas and Fort Worth scored a perfect 100 on the Human Rights Campaign Municipal Equality Index (HRI)** in 2019, which measures city inclusion of LGBTQI+ residents. As of June 2021, the city of Arlington adopted a non-discrimination ordinance to increase their HRI score. Additionally, the region is dedicated to ensuring a welcoming environment for its LGBTQI+ neighbors. While most LGBTQI+ individuals in the DFW Region integrate into neighborhoods, schools, and businesses throughout the metro, others opt to live in large, thriving neighborhoods that offer a stronger sense of community among LGBTQI+ residents. These neighborhoods, such as Oak Lawn in Dallas, are home to many LGBTQI+ friendly bars, restaurants, community resource centers, and churches.

The city will continue to support (with increased engagement for FIFA) of the following LGBTQI+ led services and efforts:

- Black Tie Dinner is the largest fundraising dinner for the gay, lesbian, bisexual, transgender, and queer/questioning community in the nation. Proceeds from the event are distributed to 20 North Texas beneficiaries each year, as well as the Human Rights Campaign Foundation, the organization's national beneficiary. Local beneficiaries have included churches, synagogues, mosques, clinics, small businesses, and other nonprofits championing LGBTQI+ advocacy. To

date, Black Tie Dinner has distributed over \$21 million.

- Cathedral of Hope, based in downtown Dallas, is the world's largest gay church, home to a congregation of more than 4,000 members.
- The Dallas Voice is a weekly magazine featuring news curated for the LGBTQI+ Community.
- The North Texas LGBT Chamber of Commerce is a regional chamber of commerce with a goal of achieving equality through business and the establishment of the LGBTQI+
- "WE Zone," is a participation program whereby businesses can self-identify a willingness to serve LGBTQI+ individuals.
- Out of the Closet Thrift Store is an Oak Lawn-based consignment store that offers free HIV testing and other medical support. The proceeds of shopping and donating go to support the AIDS Healthcare Foundation.
- Resource Center is a Dallas-based center that provides culturally sensitive, LGBTQI+-friendly services including low-cost mental health counseling, vaccinations, lab work, transgender health services, and HIV services.
- VisitDallas, the City of Dallas' tourism and visitors bureau, promotes and maintains a list of LGBTQI+-focused events in Dallas.

Over the last decade, the **City of Arlington** has steadily worked to improve its annual ranking in the Human Rights Campaign Municipal Equality Index. Starting with just a score of 11, incrementally, we have seen the City's score rise to its 2020 ranking of 63 points. To get to a score of 100, the City has taken the following steps:

- Creating a more inclusive workplace through the creation of a PRIDE Alliance for LGBTQI+ employees and supporters and the designation of a LGBTQI+ liaison to the City Manager and to the Police Chief
- The adoption of a non-discrimination policy that prohibits employment discrimination on the basis of sexual orientation or gender identity for City of Arlington employees and contractors **(done June 2021)**
- Hate crime statistics reported annually to the FBI
- Grant funding and other in-kind assistance to support LGBTQI+ programs in the community
- Public support for LGBTQI+ inclusivity by Arlington's leaders including a Pride Month proclamation each June.

Currently, the City of Arlington staff are working on an administration policy that would prohibit bullying in any City programming based on someone's sexual orientation or gender identity. It is believed that these additional, meaningful steps toward creating a more inclusive community for the City's LGBTQI+ residents, and provide additional protections for LGBTQI+ residents if they face discrimination.

One recommendation which appeared several times in the Unity Council Report was the hiring of a **Chief Equity Officer for the City of Arlington**. The City Council will be amending the budget in June 2021 to add that position to the FY21 budget and the hiring process will begin immediately. This position will work both interdepartmentally and with community efforts around racial equity. An emphasis will be placed on metrics and benchmarking with frequent reports to the City Council and City leadership on racial equity in both the municipal organization and the community.





The City of Frisco has programs in place to protect the rights and freedoms of our citizens and visitors. In 2019, the Mayor created the Frisco Inclusion Committee (FIC). The FIC works closely with city staff, including our police department, to understand, respect, and provide service to our diverse population.

The Frisco Inclusion Committee is a non-political, mayoral ad-hoc committee which exists to provide creative ideas and feedback to proactively engage Frisco's diverse population through the following priorities:

- Partnering with city leaders to establish equity through deliberate collaborative efforts.
- Enhancing the community by celebrating and fostering mutual respect, integrity, and fairness.
- Building bridges to promote a culture of inclusion.

## Accessibility and Disability Awareness

In 2022, Dallas is hosting the national Disability:IN conference. In doing so, the city and VisitDallas is working with the organization to adhere to the [guidelines](#) for accessible and inclusive events for people with disabilities.

The strongest indicator of a city's accessibility is the public transportation experience. Dallas Area Rapid Transit (DART) and Arlington's VIA transportation system both offer paratransit solutions. While these are not perfect, they are advancing. Hosting the FIFA World Cup 2026™ can be an accelerant for improvements. The public and some private transit operators will provide free passes for all with disabilities during the World Cup in Dallas.

As it relates to public transit, the following measures are important to maintain and expand upon for DART prior to 2026:

- All DART buses and trains meet Americans with Disabilities Act (ADA) requirements, offering wheelchair lifts and other features to accommodate riders with disabilities.
- It is DART's goal to operate a safe, efficient, and effective transportation system that provides mobility and accessibility to persons with disabilities, including individuals who use adaptive devices or mobility aids.
- DART buses
  - DART buses offer wheelchair ramps and other features to accommodate riders with disabilities.
  - Seats near the front door are reserved for the elderly and people with disabilities.
  - By ADA standards, wheelchairs must be secured on buses. There are two wheelchair securement locations per bus, each equipped with devices which hold the wheelchairs safely in place. Operators provide securement assistance as needed. Lap/shoulder belts are available upon request.
  - There are stop announcements at major intersections and transfer points provided by automated equipment or bus operators.
- DART Rail
  - On November 6, 2010, high-block boarding platforms were removed from service at DART Rail stations. Two spaces in the low-floor, center section of each train are now reserved for persons



with disabilities.



- Paratransit Services
  - DART Paratransit Service is an origin to destination, curb-to-curb, public transportation service for people with disabilities who are unable to use DART fixed route buses or trains.
  - Paratransit is a shared-ride service operated with modern, accessible vehicles, and taxi cabs.
  - Riders who are unable to access vans by using steps can use the wheelchair lifts or ramps.
  - On the large accessible vans, boarding chairs are available upon request.
  - DART also offers free travel training, along with travel ambassadors, to persons with disabilities who are capable of riding accessible bus and rail services.
  - Paratransit-eligible passengers with a current valid Paratransit photo ID ride free on DART and DCTA fixed route services.
- The Paratransit & Accessibility Advisory Group (PAAG) was created in 1994 by board resolution #940191, for the purpose of broadening DART's outreach to persons with disabilities.
  - PAAG is a consumer advisory group whose primary responsibility is to assist DART in the provision of its transit services to ensure that services are accessible to, and usable by, all persons with disabilities

The City of Dallas Office of Equity and Inclusion will ensure the following:

- American Sign Language (ASL) interpreters are scheduled to participate at official FIFA events.
- Plan with local and regional disability organizations to ensure people with disabilities have equal access to game day services.
- **Disability sensitivity training for contractors and volunteers.**
- Work with volunteer teams to ensure accessible parking and accessible entrances are identified.
- Coordination with safety planners for family reunification locations in FIFA app and on site signage



in case service animals or guides are separated from disabled individuals.

Additional considerations from the City of Dallas Office of Equity and Inclusion are as follows: Wheelchair escorts, accessible guide path designs, dedicated spaces for service animals, pictograms guiding graphics for people with intellectual disabilities. ASL infotainment screens and game highlights for deaf and hard of hearing attendees as well as sensory and quiet rooms will be identified for people with sensory disabilities.

**In the City of Arlington**, AT&T Stadium was built to exceed the requirements of the ADA and all state and local accessibility laws, codes and standards. The Mayor's Commission on Persons with Disabilities consults during design phases of major stadiums and facilities in Arlington. Features added to the stadiums include bathroom layout improvements, floor texture changes, parking access throughout every lot, ARIA adaptive technology integration, extra outlets for mobility equipment charging, relief areas for service animals. Particular to the World Cup™, organizers will work to further extend reliable and accessible ground transportation from outlying parking areas.



University of Texas at Arlington has a robust Adapted Athletics club. Currently the club has members participating in Adapted Track and Field and the Mavericks With Disabilities Student Organization. We have welcomed student athletes participating in swimming, weightlifting and fitness, wheelchair rugby, sled hockey, hand cycling, Army and Marines Warrior Games and wheelchair tennis. Wheelchair Tennis Team won the Intercollegiate Wheelchair Tennis Team National Championships in 2014.

Via Rideshare is an equitable solution, providing fair and equal access to residents throughout the City, including elderly, disabled and disadvantaged populations. Instead of corridor-specific options that primarily benefit those who are lucky enough to live close-by, the Via service offers access

to everyone within a short 1-2 block walk. Via's corner to corner model improves transit coverage compared to traditional fixed route services, connecting all parts of the City to educational and economic opportunities. Via Rideshare also serves the CentrePort commuter rail station, connecting Arlington with the rest of the Dallas-Fort Worth region.

The Via public transit service also offers solutions for those with mobility challenges through wheelchair accessible vehicles (14 vehicles out of a fleet of 68), specially trained drivers, and door-to-door service, if needed. Via offers an affordable transportation option with costs ranging from \$3 to \$5 per person per ride, depending on distance. Community Development Block Grant funding is currently used to provide subsidized rides to residents through the City's network of non-profit organizations. The City is currently developing a standardized Reduced Fare program for Via riders who receive federal assistance.

**AT&T Stadium conducts an annual ADA review** with accessibility consultant Accessology for compliance with venue and guest facing event operations programs Standard verbiage in all agreements with stadium contractors ensuring compliance with local and state employment laws for event day staff.

In 2014, the **City of Frisco** performed an ADA self-evaluation of all city facilities, services, activities, and programs. Since then, city staff has worked actively to identify and rectify any opportunities for improvement. Because all of Frisco's major sports venues are city-owned, such venues must comply with federal ADA standards. Frisco also publishes an ADA resource list for residents' and visitors' convenience on its website.

## Safety and Security

As it specifically relates to international guests, Dallas police recently opened the first "Fusion Center" that helps identify safety threats via social media. Ft. Worth will be opening a Fusion Center soon. Both will cover Arlington.

Dallas and FIFA can partner with and integrate a platform like ZIMS into the preparation and delivery of the tournament by helping subsidize the cost for the different departments to use the system. Dallas already has industry-leading venues, hotels, airports, and transportation infrastructure.

With additional resources allocated to Public Safety and Emergency Response Operation Plans, a ZIMS type platform can be used as an inner-stakeholder communication tool to help save lives, time and money when the city hosts FIFA World Cup 2026™. In partnership with FIFA and Dallas, ZIMS recommends setting a **FIFA World Cup Standard** for event safety through a single platform accessible to every stakeholder participating.

With FIFA, the Dallas Sports Commission is well positioned to bring the key stakeholders to the table and maximize a platform such as ZIMS to keep every event visitor safe. To do so, the following "departments" will need to have coordinated digital operations and communications plan:

- All Event Venues – Stadiums, Training Facilities, Fan Fest, Convention Centers, International Broadcast Center, Airports
- Hotels and Housing Venues including short term rentals





- Transportation – public (DART), private, taxi, rideshare, airlines
- Restaurants, Bars and Entertainment Districts
- Medical and Law Enforcement Teams

FIFA and the Dallas Sports Commission can start implementing the ZIMS platform into events over the next 5 years to be best prepared for 2026. It is important to note, this is a slow onboarding process because it forces new standards for transparency and change in process.

Safety and security measures for public transportation are key to a successful event. DART currently provides and is enhancing the following safety measures:

- Say Something App – customers can receive rider alerts and it also has a ‘check in’ feature to send “I’m okay” or “I need help” to contacts discreetly via text, email, messenger, or Facebook. Users can report issues, including suspected human trafficking, directly to DART Police. These reports can include photos or videos to assist police. All security incident messages are received by DART Police and police can be dispatched to the incident when necessary.
- DART has adopted the National Incident Management System (NIMS) and uses the Incident Command System (ICS) for management of large special events as well as emergencies. Using ICS for special events, allows for a quick transition to a response should an emergency incident happen. DART Emergency Management also works closely with regional partners during special events and emergency response to assist with emergency transportation. For previous major sporting events (MSE), DART participates in regional planning and exercises. During the event, DART provides representatives in the City of Dallas Emergency Operations Center.

DART Police also have four explosives detection canine teams which support Mega Sporting Events. It is also important to note:

- DART was one of the South West Transit Association’s 2018 winners of the inaugural “BE the SOLUTION” award, which recognizes the efforts of public transportation agencies to end human trafficking.
- Five years ago, DART became one of the first four transit agencies across the country to sign the U.S. Department of Transportation’s “Transportation Leaders Against Human Trafficking” pledge. As part of that pledge, DART committed to take a stand against human trafficking; raise awareness; and educate employees.
- DART uses its signage assets; traditional, digital and social media; community outreach; and public relations to cultivate awareness and concern for the issue of human trafficking.
- The agency has trained more than 3,500 employees to recognize and respond to incidents of suspected human trafficking.
- DART supports the Blue Campaign, an initiative of the U.S. Department of Homeland Security, by displaying its posters on trains, buses, and transit stations.

DART added human trafficking as a crime report type in its new DART Say Something app, which allows riders to discreetly contact DART Police dispatch.

**Office of the Governor:** The State of Texas, under the leadership of the Governor established a [Public Safety Office](#) which administers more than \$375 million in federal and state grant funding to promote



strategies that improve public safety, support victims of crime, prevent terrorism, and prepare communities for the threats and hazards that pose the greatest risk to Texans. The office consists of teams focusing on Border Security, Terrorism Preparedness Programs, Victims Services, Justice Programs, Child Sex Trafficking, Crime Stoppers, and a Sexual Assault Survivors Task Force.

One of the highlights of the Public Safety Office is its Child Sex Trafficking Team. This team's mission is to build sustainable capacity, enhance expertise, promote policies, and create new and leverage existing collaborations. They partner with Collective Liberty for access to the [Human Trafficking Fusion Center](#) which provides tools that streamline and enhance investigations and prosecutions. The Fusion Center empowers investigators to plan proactive operations and investigations and build cases against traffickers while being truly trauma-responsive to potential victims, without having to rely on victim cooperation and testimony. In its first year, the HT Fusion Center resulted in 124 cases referred for prosecution for trafficking arrests, including felony buyer arrests, with 87 victims connected to services.



**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.**

Dallas metro area human rights stakeholders regularly engage in meetings, calls, workshops, and webinars in the respective areas of specialization and in terms of human rights, in general.

For example, a list of human rights events for June 2021 includes the International Congress on Human Rights Education (ICHRE), the Human Rights Youth Summit at Southern Methodist University (SMU), human trafficking trainings, World Refugee Day Celebration, Café Momentum concert series to benefit young people who are being transformed after incarceration, PRIDE parade, and several events at the [Dallas Holocaust and Human Rights Museum](#), including Summer Survivor Speaker Series and Upstander Institute.

The City of Arlington routinely works with groups representing or made up of diverse community members including the National Association for the Advancement of Colored Persons (NAACP), LULAC, neighborhood groups, the City’s employee Pride group (for LGBTQI+ employees and supporters), the Mayor’s Committee on People with Disabilities and the Mayor’s Youth Commission. The City of Arlington offers a limited speakers bureau type effort with the Chamber of Commerce and Convention and Event Bureau to spread the word about the 2026 World Cup. This offering will be extended to those groups named above to raise awareness for the event and its human rights related elements.

In addition to the already established human rights leadership and coalition work being led in and around Dallas, the Dallas 2026 Bid Committee will do the following:

- **Appoint a Chairperson for each Human Rights Issue Area**
- **Appoint a dedicated staff person to continue to develop and lead the Dallas Human Rights efforts from now through 2026.**
- **Develop Budget and Fundraising Strategy specifically for Human Rights**  
[i.e. Governor’s Public Safety Office Grants](#)
- **Implement a Project Management System (i.e. Betterworks, Monday, Notion)**
- **Build a robust Community Education Program and public affairs strategy to leverage FIFA World Cup 2026™ for local and state progress.**
- **Host Quarterly Stakeholder Meetings:** All stakeholders that have contributed to this plan have agreed to ongoing participation in the strategic planning and execution shall the award be made to Dallas. A draft agenda for the themes of the quarterly stakeholder meetings is as follows. FIFA leadership is invited to lead or participate (live or virtual) as preferred.

	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
<b>2022</b>	Chairs strategize	Committees plan	Host cities share	Advocacy agenda
<b>2023</b>	Training partners	Committees share	Host cities share	Transportation
<b>2024</b>	Trafficking	Committees share	Host cities share	Advocacy agenda
<b>2025</b>	Committees share	Suppliers +Hiring	Safety + Security	Broadcast Center
<b>2026</b>	Fan Fest	Trainings	Post WC Hiring Fair	Celebrate Legacy



- **FIFA Human Rights, United 2026 Think Tank:** At the geographical nexus of all North American host cities, we propose to host the bid committee leaders and key human rights stakeholders from all North American host cities along with the Canadian and Mexican Consulates to increase our collective impact and advance FIFA’s theory of change. Each year there will be a luncheon and dinner for public and private collaborating and fundraising.

	<b>Leader</b>	<b>Agenda</b>
<b>2022</b>	North America	Review FIFA Human Rights Goals and Local Plans
<b>2023</b>	FIFA	Sports Diplomacy, Economic Empowerment and Social Impact
<b>2024</b>	North America	Issue Area Focus Groups and Training Partners
<b>2025</b>	FIFA	Refined Human Rights Priorities and Research strategy
<b>2026</b>	FIFA + N. America	Rally final details (include special opportunities for journalists)





# STAKEHOLDER PRIORITIZED ISSUE AREA



FIFA World Cup 2026™  
Candidate Host City

## STAKEHOLDER PRIORITIZED ISSUE AREA: Human Trafficking

**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. 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)**

**b. A description of existing regulations, systems and programmes the host city has in place to address the risk (e.g. enforcement of legislation and policies; capacity building programmes; collaborative programmes with community groups)**

Large sporting events draw a commensurate number of individuals, specifically a large male demographic. Unfortunately, this brings with it an increased demand for commercial sex with likely human trafficking victims. Even though it is only a very small percentage of males who purchase sex with victims of human trafficking, having a large number of men increases this demand. Large sporting events have been seen as magnets for human traffickers to transport victims to the site of matches. Every World Cup™ host city will face this problem, as human traffickers will look to exploit areas where they believe there is a large demand.

Dallas is fortunate to have a high-level of cooperation between federal, state and local law enforcement agencies working to combat human trafficking through the [North Texas Coalition Against Human Trafficking](#), the local affiliate of Alliance to End Slavery and Trafficking ([ATEST](#)). In past cases involving human trafficking, there has been good coordination between the US Department of Homeland Security–Homeland Security Investigations, Federal Bureau of Investigation (FBI) the Texas Department of Public Safety (Texas Rangers) and the Dallas Police Department. This cooperation has also extended to cities around Dallas, such as Arlington, Fort Worth, and to the large county north of Dallas known as Collin County where the City of Frisco rests. The State of Texas and City of Dallas have strong anti-trafficking laws on the books, and the respective governor and mayors take this issue very seriously. Key stakeholders have seen a willingness among elected leaders to consult with non-governmental experts in the field of human trafficking mitigation to engage in prevention, education and awareness-raising campaigns and capacity building programs in the areas of both law enforcement and aftercare. These programs are expected to increase in scope and depth as the date of the 2026 World Cup™ approaches.

According to Texas Alcohol and Beverage Commission (TABC), human trafficking rises whenever large events, especially sporting events, are held that attract large crowds. This trafficking can be in the form of labor or sex and may include international or domestic victims. Most often, labor trafficking victims are being used in the cleaning, housekeeping, or food industry which is why TABC trafficking mitigation trainings are heavily focused in and around the hospitality industry. Sex trafficking is more often found in establishments that sell alcohol such as bars and sexually oriented businesses (SOB). The victims may be domestic underage-children (usually girls, often runaways) forced into prostitution. You can also find international victims smuggled into the US and are now working inside bars/SOBs to sell sex and pay off their smuggling debt. This practice results in the coercion element of trafficking. Sometimes, local hotels/

motels surrounding the events find increased online ads for prostitution resulting from trafficking.

TABC worked several large-scale sporting events, most recently, Superbowl LI in Houston in 2017. TABC also created a Special Investigations and Financial Crimes Unit in 2013. This unit is specifically designed to investigate Organized Criminal Activity that has a nexus to the alcoholic beverage industry. Special Investigations and Financial Crimes Agents are often assigned to Human Trafficking Taskforces. These task forces act as a force multiplier and help bring in additional resources, manpower and victim services when combating human trafficking.

**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. A description of the area of opportunity (e.g. what could be achieved; how would it positively impact on people and the community)**

**b. A description of how the hosting of match is linked to the opportunity (e.g. how can the event be used as a rallying point for such progress)**

Dallas and the surrounding area encompasses a great sports city, and has rallied in the past around important sporting events such as the Super Bowl, Cotton Bowl, NBA Playoffs, World Series, and as a World Cup™ host city back in 1994. The community has a track record of supporting and expertly executing large sporting events, and the 2026 World Cup™ would be no different. With the advance time allotted to plan, the stakeholders on the human rights committee and the [North Texas Coalition Against Human Trafficking](#) and the 40 member organizations, would lead out and employ best practices to ensure this opportunity was used to the maximum to raise awareness about the need to fight human trafficking. The anti-human trafficking non-profits in the area work well together, and have experience uniting to focus on the simultaneous strategies of demand reduction, law enforcement capacity, and victim prevention. Because of this, Dallas already has programs in place to focus on the three P's:

- Preventing trafficking,
- Protecting the victim,
- Prosecuting the perpetrator.

The engaged stakeholders on this topic view the Dallas World Cup 2026 as a real opportunity for the Dallas-Fort Worth metroplex to create a legacy in the mitigation of human trafficking and child exploitation. From the early establishment of prevention, education and awareness campaigns to reduce demand and protect potential victims, to providing enhanced capacity building training to law enforcement units who will be combatting an expected rise in human trafficking during the World Cup, to the empowerment of victim-centered support groups and aftercare homes, we know that we can make great strides to ensure that Dallas combats this issue on all fronts.

The stakeholders on this committee are already envisioning campaigns called “That’s a Red Card,” to use a soccer-themed term to educate would-be sex buyers that what they are doing is a crime. This campaign would appear on billboards, in the in-flight magazines for American Airlines and Southwest Airlines that would be carrying a bulk of passengers flying to Dallas-Fort Worth for World Cup matches,





and also in men’s and women’s restrooms at World Cup stadiums and surrounding bars and restaurants. We also would launch an awareness-raising campaign targeting potential female victims of human trafficking by posting information on how to get help on the back of stall doors in women’s restrooms, which is oftentimes the only place where the trafficking victim can be away from her trafficker.

#### **HUMAN TRAFFICKING LEGACY IMPACT**

**Local: Ensure hotels, venue staff, journalists and volunteers receive human trafficking mitigation training**

**State: Increase [Texas Business Against Trafficking](#) enrollment by 10% annually**

**For FIFA: “That’s a RED CARD” Campaign Activated Across North America**

#### **4. Please provide a list of planned measures the host city commits to implement to prevent and mitigate risks of adverse impacts in each of the risk areas discussed under point 2, including for each risk area:**

**a. The specific measures planned by the host city (e.g. new regulations, mechanisms or programmes)**

**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**

1) Establish early on a number of prevention, education and awareness campaigns to reduce demand and protect potential victims. This would include billboards on the highways, social media campaigns, and coordination with public transit, hotels, and entertainment venues throughout the DFW metroplex to highlight that human trafficking is a crime and has no place in DFW before, during or after the World Cup. Similar messages would be included in airports, in-flight magazines of the two major airlines operating in DFW (American Airlines and Southwest Airlines), and on signs in and around local businesses. The slogan for these placements is “That’s a Red Card!” to put would-be buyers on notice. Additional signage will be placed in stalls of restrooms to let human trafficking victims know local emergency and anti-human trafficking phone numbers.

2) The stakeholders on the human trafficking subcommittee have a wealth of up-to-date training resources to enhance capacity building among federal, state and local law enforcement units who will be combatting an expected rise in human trafficking during the World Cup. Between the stakeholders in the DFW area, there is much that would be provided across the spectrum of funding, training, tools and technology to make DFW law enforcement some of the best equipped in the country to combat human trafficking. Stakeholder organizations would be on standby to provide whatever was needed in terms of online training, the provision of laptops and cell phones, overtime payment to allow law enforcement to set up 24-hour operations centers to combat human trafficking during the World Cup, and even an Electronic Storage Device dog that is trained to sniff out USBs, SD cards, DVDs, hard drives and other computer equipment where traffickers and pedophiles store their illicit child sexual abuse material. The State of Texas offers grant funding that could cover many of these expenses.



3) Many of the stakeholders run victim-centered support groups, drop-in centers, aftercare homes and employment empowerment facilities, and each would be ready to assist in the care of victims rescued during the World Cup. The stakeholders would divide up responsibilities and play their comparative advantages in the time leading up to and during the World Cup to create synergies and economies of scale based on the needs and direction of DFW-area law enforcement.

4) The Human Trafficking stakeholders in Dallas would like to work with FIFA to create a wide-ranging media campaign (that could be replicated in every market) for local TV news stations, newspapers, online news sources and social media platforms to educate the populace on the dangers of human trafficking and the role that the DFW area is playing in combatting this crime. The media campaign would so saturate the airwaves and social media that traffickers and would-be sex buyers would think twice before trying to play their illegal wares in the DFW area.

For each of the numbers listed in sections 1-4 above, the timeframe would start almost immediately upon Dallas being named as a host city. There are already milestones and timeframes in place from past Dallas efforts hosting large sporting events such as the Super Bowl in 2011, the World Series in 2011 and 2012, the Cotton Bowl every year, etc. These efforts would gradually be scaled up in breadth and intensity as the date of the World Cup approaches, always working in close coordination with the Dallas World Cup committee, local law enforcement, the media, etc.

*The Major Events Reimbursement Program which the Dallas 2026 Bid Committee intends to for the FIFA World Cup operated by the State of Texas requires a Human Trafficking Mitigation Plan to qualify for funding.*

**5. 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**

In the human trafficking sphere, the stakeholders will create a campaign specific to this issue, for example “That’s a RED CARD!” The campaign will be integrated into the transportation system communications, safety and security plans (ZIMS), and the World Cup app with information on reporting and providing support to victims.

Beyond the US national anti-human trafficking hotline 1-888-373-7888, Dallas will set up a local phone number and call center so that affected and at-risk persons can contact someone for help. Between the many stakeholders in this area, it will be a matter of rotating duties and responsibilities to ensure that this hotline is manned 24 hours per day.

The US Department of Labor requires states, like Texas, through the public workforce system, to play a key role in providing benefits and services to victims of trafficking. Texas Workforce Solutions Office staff members may have the opportunity to help identify and assist human trafficking victims. Boards provide access to hotlines and resources such as:



US Department of Justice, Worker Exploitation Task Force Complaint Line: (888) 428-7581

- National Human Trafficking Hotline: (888) 373-7888
- Homeland Security Investigations Tip Line: (866) 347-2423
- Texas Office of the Attorney General, Human Trafficking Prosecutor, (512) 463-1646 or [humantrafficking@texasattorneygeneral.gov](mailto:humantrafficking@texasattorneygeneral.gov)
- Services Available to Victims of Human Trafficking: [A Resource Guide for Social Service Providers](#)

The Texas Workforce Commission oversees career schools and colleges. Under the TWC rules all career schools and colleges Commercial Driver License (CDL) training programs must include training on the recognition and prevention of human trafficking. Content of the program is established by the Texas Attorney General's office (TWC Rule 807.326).

**6. 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:**

**a. The specific measures planned by the host city**

**b. Whether and how the host city plans to work with external stakeholders in developing and delivering the measures**

Specific to the area of combatting human trafficking, the way to create a positive human rights legacy is to address this issue across its entire spectrum: from prevention, education, awareness and demand reduction to law enforcement capacity building and stepped-up police efforts to focusing on the all-important areas of restoration, rehabilitation and a victim-centered approach. The Dallas area has a coordinating council of stakeholders who are experts in the various areas of this fight, and we would collaborate closely to divide up the playing field to ensure that all important areas are covered. Four years of lead time is more than sufficient to ensure that we hit the ground running if Dallas is fortunate enough to be named as a host city, and we are confident that FIFA would be very pleased with all that Dallas will do to mitigate human trafficking across all of its fronts.

Networking is key. Identifying those other stakeholders early and ensuring that everyone is on the same page will be vital. Using the [Texas Human Trafficking Prevention Coordinating Council](#) model:

- PARTNER – What we are doing now – but needs to be on-going until and possibly part the event
- PREVENT – Proactive media campaign to increase awareness, identify risks, reduce vulnerabilities, etc.
- PROTECT – Get Law Enforcement involved (TABC, Local PD, Federal Agencies, etc.)
- PROSECUTE – Meet with local prosecutors (State and Federal) – see if they are willing to join in the media campaign and what elements they will be requiring to accept charges
- PROVIDE SUPPORT – Meet with local Non-Governmental Organizations (NGO's) that provide victim services, possibly have one on contract specifically for this event

The public, event volunteers and staff, hotel workers, and venue staff can help identify, report and potentially save lives by being informed about human trafficking through a very proactive media campaign. We will also require vendors, hospitality industry, and others associated with the event to use



e-verify for their employees or another form of positive identification to verify the person's identity and age.

Dallas is committed, through various stakeholders, to offering and requiring training on the signs of Human Trafficking Awareness as a priority for everyone involved. TABC has seen an increase in complaints of possible Human Trafficking after initiating a Human Trafficking Awareness program for alcohol and beer distributors. When people know what to look for and if they know how best to report it they will be more likely to notify law enforcement.

The city will be able to apply these programs to future major sporting events and the reciprocal effects of having trained/made aware so many people could have a long-lasting positive effect on Human Trafficking.

Stakeholders from the following organizations at the local level have volunteered to engage with this work: New Friends New Life, Children at Risk, Traffick911, DeliverFund, Tarrant County 5-Stones Task Force, Treasured Vessels, The Net FW and Shared Hope. It is important to note that they have the existing relationships and framework to implement these plans at the state, federal and international levels.

Case-in-point, the **City of Arlington Police Department** proactively works to combat prostitution and human trafficking during marquee special events in the Arlington Entertainment District. Interdiction of prostitution and the human trafficking victimization that accompanies it is an ongoing objective of the Arlington Police Department. Because the magnitude of these offenses often increase during marquee special events, so too does the department's operational focus to disrupt them. Collaborative and robust prostitution mitigation operations are undertaken for special events of national and international significance. Those initiated for Super Bowl XLV and the NCAA Football Big XII Championship are excellent examples. In the weeks leading up to each event, the department began an operation that was built upon three pillars:

### **Education, Enforcement, and Public Awareness.**

**Education** – The department provided human trafficking awareness training to community stakeholders throughout the region such as hotel managers/staff, venue managers/staff, restaurant and bar employees, rideshare and taxi drivers, etc. Non-profit advocacy partnerships were leveraged to assist with educating the community.

**Enforcement** – The department partnered with local, state, and federal agencies around the North Texas region to conduct numerous covert operations (in-call/out-call sting operations) in the weeks leading up to, during and immediately following the events. As an example, Super Bowl XLV sting operations resulted in 133 arrests for prostitution-related offenses.

**Public Awareness** – The department leveraged private stakeholders to help increase community awareness of human trafficking and the ongoing enforcement operations/outcomes. Flyers were posted in hotels, taxis, restaurants, and bars. Billboard advertisements, social media and conventional media were all utilized to expand the reach of the awareness campaign. Finally, postcards providing information on the dangers of prostitution/human trafficking as well as encouragement to obtain medical testing



for sexually-transmitted diseases were sent to the home address of those arrested for solicitation of prostitution.

At the grassroots level, **The City of Frisco** is home to the [Treasured Vessels Foundation](#), a non-profit organization devoted to providing a long-term safe place for healing and growth to individuals impacted by trauma from exploitation in trafficking. The organization works to restore purpose and value to each victim, while providing a holistic and comprehensive approach in therapy for a sustainable future. Treasured Vessels Foundation is unmatched in North Texas in providing a program with intensive, long-term mental health services and support for increasing capacity for greater autonomy and long-term sustainability in the future. The organization helps each victim walk confidently toward their recovery, dreams and supports them in achieving success.

The State of Texas is aggressive in its work to eliminate human trafficking. In the 2021 Texas Legislative session, new laws were adopted to strengthen human trafficking mitigation measures - from new requirements for hotels to stiffer criminal penalties for buyers. This [strategic plan](#) from the Texas Human Trafficking Prevention Coordinating Council includes an overview of related legislation in Texas. This is available in Appendix C beginning on page 52. The plan covers relevant strategies and statewide stakeholders that are instrumental in the ongoing work.

Businesses across Texas joined the [Texas Businesses Against Trafficking](#) (TBAT) effort. This is the business partnership program run by the Secretary of State. While there are a number of businesses in the Dallas metropolitan area already involved with TBAT, over the next 5 years we will work with the State to increase the number of participating businesses by 10% year over year.

**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**

The stakeholders at the local, state, national and international levels focused on the human trafficking portion of the Dallas World Cup plan have many more specifics that can be provided as decisions are made about the host cities. We have a robust network committed to not only provide additional input, but also ready to discuss and activate any of the above in more specifics should FIFA or any other entity have questions or need additional information. Each stakeholder plays a critical role in the Dallas effort to be named as a host city for the 2026 World Cup, and together we aim to serve as the gold standard in the fight against human trafficking and commercial sexual exploitation.

In working with the North Texas Human Trafficking Coalition local government, nonprofit, state and federal leaders have committed to drive the ongoing strategic execution of academic, policy, training and implementation of the ever-evolving human rights plan for FIFA in Dallas. Ways in which each entity will support this plan and further the work toward mitigating human trafficking in the Dallas area, please see the letters of support and supplemental information contained in the annexes.





# ANNEXES



FIFA World Cup 2026<sup>™</sup>  
Candidate Host City

## ANNEXES

### 1) HUMAN RIGHTS POLICIES AND ORDINANCES: CURRENT AND PROPOSED

Proposed to enact between July 2021 and July 2026

- i. City of Dallas adoption of the UN Resolution on Human Rights
- ii. LGBTQI+ and DOBE included in City supplier diversity programs
- iii. City of Dallas Public Ombudsman
- iv. City of Arlington HRI Score of 100
- v. ADA Transition Plan

Exploring:

- vi. Workers Bill of Right ([Migration that Works](#))
- vii. Accessible City Index – new concept to assess a city’s accessibility ranking for visitors with sight, hearing and mobility impairments
- viii. Geo-fenced, event specific “Amber/Silver Alert” system to help reunite lost children/youth/elderly with their guardian(s). Amber and Silver alerts are pushed to mobile devices in Texas when abductions of children or elderly are abducted, notifying the public to help identify the missing person.
- ix. Intellectual Property Rights protections to **mitigate counterfeiting**.

CURRENT POLICIES AND ORDINANCES (not comprehensive)

#### a) City of Dallas

- Nondiscrimination on the Basis of Disability in State and Local Government Services
- City of Dallas Economic Development Policy 2022–2032
- Business Development and Procurement Inclusion Plan – The function of the Business Inclusion and Development (BID) office is to assist the City of Dallas with the development, management, implementation, and evaluation of its Minority and Women-owned Business Enterprises (M/WBE) program known as the Business Inclusion and Development Plan. BDS works to involve M/WBE participation to the greatest extent feasible on the City’s construction, procurement, and professional services contracts and to assist M/WBEs in resolving problems encountered while participating in the City’s procurement process.

#### The BID plan goals:

- Construction 25%
- Architectural & Engineering 25.66%
- Other Professional 36.30%
- Other Services 23.80%
- Goods: 18.00%

Prospective bidders/proposers are required to make a “good faith effort” to meet the established participation goals and must document their good faith effort to include M/WBEs in the contract.

- [M/WBE certification](#) – An M/WBE is a small business that is at least 51% owned and operated by a socially and economically disadvantaged person or persons. Socially and Economically



Disadvantaged means individuals who are citizens of the United States (or lawfully admitted permanent residents) and who are:

- African Americans
- Hispanic Americans
- Native Americans
- Asian Americans
- Women
- LGBTQI+ - adding before 2026
- DOBE - adding before 2026

Owned and operated means that at least 51% of the business is owned by one or more socially and economically disadvantaged individuals and that the management and daily business operations are controlled by the same socially and economically disadvantaged individuals.

- [Fair Housing Ordinance](#)
- [Unlawful Discriminatory Practices Relating to Sexual Orientation and Gender Identity and Expression](#)

b) City of Arlington

- [Local and Minority & Woman-Owned Business Enterprise Policy](#)
- [Non-Discrimination Ordinance policy \(passed June 2021\)](#)
- [Fair Housing Ordinance \(passed June 2021\)](#)

c) City of Ft. Worth

- [City of Fort Worth Human Relations Non-Discrimination Ordinance](#): It is the public policy of the City of Fort Worth that all of its residents and persons subject to its jurisdiction should enjoy equal freedom to pursue their aspirations and that discrimination against any individual or group because of race, creed, color, sex, religion, disability, age, national origin, familial status, sexual orientation, transgender, gender identity or gender expression is detrimental to the peace, progress and welfare of the city.
- [City of Fort Worth Business Equity Ordinance](#): This the public policy to remedy the underutilization of Business Equity Firms and to enhance the utilization of the same for fairness in City contracts and procurement and capacity-building for African-American, Asian, Hispanic, Native American, and women-owned firms.

d) Safety and Security

- **AT&T Stadium Code of Conduct**: Management is committed to creating a safe, comfortable and enjoyable experience for our guests. The following Code of Conduct is enforced for all events at AT&T Stadium and applies to the stadium, the outdoor plazas and the stadium parking lots.

Behaviors that may result in immediate ejection without warning include, but are not limited to, the following:

- Abusive, foul or disruptive language and obscene gestures.
- Fighting, taunting or threatening remarks or gestures.



- Intoxication or other signs of impairment related to alcohol consumption.
  - Throwing objects of any kind.
  - Smoking inside the stadium. Smoking is permitted in designated areas outside the stadium only.
  - Entry into a restricted or unauthorized area or an area for which an individual does not have an appropriate ticket, pass or credential.
  - Sitting in a location other than the guests' ticketed seat.
  - Ticket scalping or the sale of tickets at any price on stadium property.
  - Trespassing, soliciting, peddling, or loitering on stadium property.
  - Displays of affection not appropriate in a public setting.
  - Any disruption to the progress of the event by the individual's actions.
  - Any action deemed dangerous or inappropriate.
  - Failure to comply with stadium personnel instructions.
- **AT&T Stadium Safety Act Certification**  
Partnerships and event coordination with the following agencies:
- Arlington Police and Fire Departments
  - Federal Bureau of Investigations
  - Department of Homeland Security
- **FC Dallas and MLS Code of Conduct:** Major League Soccer, its Clubs and its venues are committed to creating a safe, comfortable and enjoyable soccer experience for all guests in and around our stadiums and facilities.

MLS and its Clubs will immediately take action on the following behaviors as they represent a threat to the safety of the event:

- Fighting and/or inciting others to fight or inciting or engaging in unruly or disruptive behavior
- Causing significant damage to property
- Using (including on any sign or other visible representation) political, threatening, abusive, insulting, offensive language and/or gestures, which includes racist, homophobic, xenophobic, sexist or otherwise inappropriate language behavior
- Threatening and/or abusive behavior directed towards other fans, players, officials or staff members will be subject to sanctions even if done outside the time period of an MLS-SUM event (including on social media)
- Entering or attempting to enter the field, the field track, the tunnel or any otherwise restricted area
- Possession or use of an unauthorized pyrotechnic device, smoke or firework, or attempting to introduce one inside the venue.
- Throwing any objects onto the field (including streamers)
- Failing to follow directions from venue staff regarding compliance with the Fan Code of Conduct, stadium policies and emergency procedures
- Declining to promptly return a ball that enters the stands
- Inappropriate consumption of alcoholic beverages, which includes purchasing for, possession of, or consumption by a minor



The listed behaviors are prohibited based on safety and violations and will be subject to sanctions.

### **Level 1 Offenses**

- Fighting
- Fan violence
- Assaults/batteries on staff, vendors or other patrons
- Using racial, sexual, xenophobic, and/or homophobic language (including on signs or visible representations) or gestures or conduct
- Throwing objects, of any kind, towards the field, players, and/or officials
- Causing significant damage to property
- Provoking and/or inciting threatening or abusive behavior
- Possession or use of an unauthorized pyrotechnic device, smoke, or firework, or attempting to introduce one inside the venue
- Alcohol management - purchasing, or providing for consumption, alcohol for an underage minor
- Field intrusion onto the field of play or a designated Critical Area

**SANCTIONS:** Level 1 offenses are considered serious offenses. These will carry a ban ranging from six months to one year based on aggravating and mitigating factors. An individual must provide a written request for readmission and participate in the online Fan Code of Conduct Education Class (FCEC) for his/her access to be reinstated

### **Level 2 Offenses**

- Targeted using obscene or abusive language or gestures, or displaying any inappropriate sign or visible representation
- Entering, or attempting to enter, any unauthorized area outside the designated critical areas
- Alcohol management - excessive consumption of alcohol
- Ignoring instructions by League, Club & Stadium staff
- Refusing to return the match ball
- Other misconduct where the venue is the victim, i.e. theft, scalping, minor property damage, etc.

**SANCTIONS:** Level 2 offenses carry a range of suspensions, depending on if they are the 1st or 2nd offense. Prior to the 1st penalty, individuals can be given a warning for their behavior.

- 1st offense ranges from 1-3 matches
- 2nd offense ranges from 3-5 matches

An individual who commits any two offenses in the category has to complete the FCEC before he/she can be reinstated.

Any 3rd offense in a 12-month period will trigger a 1-year ban.

#### e) Transportation

- [DART Expressive Activity](#)



f) Venues and Sport Specific

- [US Youth Soccer Code of Conduct](#)
- [US Youth Soccer Whistleblower and Fraudulent Conduct Policy](#)
- **Equal Employment Opportunity (EEO):** All Dallas area professional teams have adopted an Equal Employment Opportunity policy similar to the Dallas Cowboys.

**Dallas Cowboys EEO policy:** The Dallas Cowboys provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.

Our stakeholder and partner at the Resource Center has compiled the following summaries:

[Major League Baseball](#)

[National Basketball Association](#)

[National Hockey League](#)

g) Human Trafficking

- State of Texas - Human Trafficking Prevention Coordinating Council - [Cover letter](#), [Executive Summary](#), and [2020 Strategic Plan](#)
- [HB 390 - regarding hotel training](#)
- [SB 315 - raising the age to work in a sexually oriented business](#)
- HB 1540 - making the penalty for first time solicitation of prostitution a felony offense.
- A summary of results from the Texas Human Trafficking Prevention Task Force legislative priorities is [included here](#).

h) State of Texas new laws related to policing

- Many bills were filed in response to the killing of George Floyd, and to the unrest that followed, but only a few passed.
- SB 69 bans the use of chokeholds by peace officers in most circumstances, and also requires officers to intervene to stop excessive force by other officers.
- HB 2366 raises penalties for interfering with or harming law enforcement.



# TRAINING



## 2) TRAININGS

The following menu of trainings will be made available for FIFA World Cup 2026™ constituents:

- a) [Accessible Design Awareness](#) experience at International Broadcast Center and Fan Fest
- b) Airport Staff Accessibility training with Texas Rehabilitation Services and Lighthouse for the Blind
- c) City of Dallas Office of Equity and Inclusion will provide disability sensitivity training for contractors and volunteers
- d) [Accessible Inclusive Events](#) for guests with disabilities
- e) [Equality Lounge by the FQ](#)
- f) [Kulture City](#) - Sensory training (English and Spanish)
  - i) Kulture City can mobile sensory rooms for venues that do not have the capacity to accommodate new infrastructure (\$25,000usd/unit)
  - ii) AT&T Stadium Partnership with Kulture City
    - Sensory Inclusive Certified by end of '21
    - Sensory bags at Guest Service booths
    - Commitment to building sensory rooms prior to FIFA World Cup 2026™
- g) Welcoming Cities Training (Migrants)
- h) How to be a Citizen Diplomat - US Department of State, SportUnited
- i) [RISE](#) - Athletes, Coaches and Fans
  - i) RISE proposes to support FIFA in Dallas through anti-discrimination educational opportunities to be offered to players, staff and FIFA partners. RISE has developed an experiential, skill-building curriculum that creates opportunities for important conversations focused on concepts like anti-racism, allyship and inclusive leadership. These learning opportunities are offered through live, virtual and digital platforms, and could be made available to all participating teams, as well as leadership and staff at AT&T Stadium, team base camps, training venues and the International Broadcast Center at Fair Park.
  - ii) In addition, RISE proposes to engage the tournament's fans through the activation of Champions of Change at the FIFA Fan Fest in Dallas. [Champions of Change](#) is an interactive exhibit that takes fans on a multi-sensory journey designed to educate and inspire action. The display's interactive timeline highlights the intersection of sport and social justice movements, conveys the personal stories of athlete experiences with racism, and offers fans the opportunity to **make their own commitment to racial equity and social justice**. The activation would be customized to feature the diverse voices and stories of FIFA World Cup athletes and leaders from across the world's game.
- j) Texas Alcohol and Beverage Commission - Trafficking Mitigation
  - i) TABC offers a short (20 min approx.) training on Human Trafficking awareness – this training has been designed for the TABC Beer Distributor industry, but can be modified to fit other audiences. TABC also has other training available for the retail industry which addresses sales to intoxicated persons, underage violations, checking IDs, etc.
- k) [Human Trafficking Prevention Training - Hotel Association of North Texas \(hantx.org\)](#)

Human Trafficking Awareness Training available on demand | HANTX offers free human trafficking prevention training for all of its members that is provided by BEST (Businesses Ending Slavery and Trafficking) which is available in **English and Spanish**.
- l) Diversity and Inclusion Training - LGBTQI+
  - i) North Texas LGBT Chamber of Commerce can lead DEI and unconscious bias training



- ii) Dallas Police Department LGBTQI+ Liaison Officer will lead Safe Places training for other police departments
- m) AT&T Stadium commits to the following training prior to 2026:
  - i) Human Trafficking training for all Event Day staff conducted by the Arlington Police Department
  - ii) Diversity and Inclusion training for all Event Day staff conducted by outside consultant
  - iii) Meet with local ADA community through Accessology for additional feedback
- n) The City of Dallas Fair Housing Office has a variety of informational material for the public and is available to give free trainings and presentations to individuals, community groups, and organizations on Fair Housing
- o) [Ft. Worth's Approach to Affordable Housing and Sustainable Communities](#)
- p) [Affordable Rental Housing and the Not In My Backyard Epidemic](#)
- q) [HUD's New Rule and Its Impact on The Region](#)



# LETTERS OF SUPPORT



FIFA World Cup 2026™  
Candidate Host City



June 5, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

Abounding Prosperity, Inc (APInc) is proud to submit this letter to support the Dallas region to host the FIFA World Cup in 2026.

The Dallas-Fort Worth-Arlington Metroplex is a richly diverse area of America and a melting pot of cultures. In fact, APInc is a leader in the region by helping combat health disparities and social justice issues members of the LGBT community faces. We have partnered with our elected leaders and other organizations to ensure human rights policies and programs exist to protect our community members from harm and discrimination.

APInc is excited to welcome FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kirk Myers', with a long, sweeping horizontal line extending to the right.

Kirk Myers  
CEO





Architecture Engineering Planning Interiors

2525 McKinnon, Suite 800  
Dallas, TX 75201

June 21, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Re: Corporate – Human Rights Support Letter

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of DLR Group.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system – two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

As Principal & Workplace Leader of DLR Group, we made Dallas our home because it is a city that is inclusive, that takes steps to protect the rights of its citizens to a living wage, affordable housing, a safe and comfortable environment, and equal access to justice and opportunity. Like Dallas, DLR Group - an integrated design firm, is committed to these ideals, as expressed in our organization’s brand promise of *Elevate the Human Experience through Design*. We aspire to be the most creative enterprise on the planet.

In addition to the programs mentioned above, we work closely with local, regional, and state agencies and lawmakers to ensure that our corporate ideals continue to be reflected in the laws and programs provided at the state, regional and local levels. As a 100 percent employee-owned company, DLR Group offers a Personal Development Grant (PDG) to fund an employee’s passion project. Amanda Collen, an interior designer in our Dallas office, created an interactive exhibit, “Accessible Design Awareness”, for the public so they can learn about the daily challenges people with disabilities face when interacting with the built environment. In doing so, she has increased the public’s awareness of the ADA standards and stimulated dialogue between design professionals, community members, and individuals with disabilities.

DLR Group’s employee owners and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms. DLR Group would gladly provide the “Accessible Design Awareness” exhibit at the Fan Fest in 2026.

Thank you for this opportunity.

Sincerely,  
DLR Group

Jonathan B. Grefaldon, RA, LEED AP  
Workplace Leader | Principal

**Dallas** and locations worldwide







HUMAN RIGHTS/HUMAN TRAFFICKING GROUP SUPPORT LETTER

May 28, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of the Asian Chamber of Texas in Dallas.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads -- all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

Dallas' accessibility and diversity also attracts those who would take undue advantage of vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty.

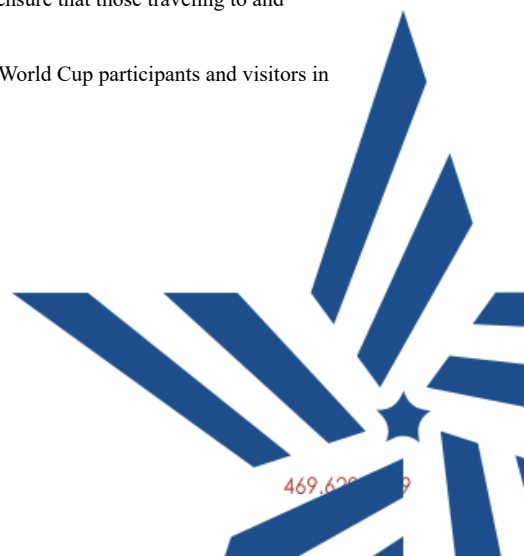
As the President of the Asian Chamber of Texas, I want to assure FIFA that we work diligently every day to protect the vulnerable who either live in, travel to, or pass through Dallas. In particular, the Asian refugee community.

The safety, comfort, and security of these vulnerable populations is our highest priority. In addition to the programs mentioned above, we work closely with local, regional, and state law enforcement to ensure that those traveling to and within Dallas arrive safely and remain safe and comfortable throughout their stay.

ACT's employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Susan Philips  
*Susan Philips*  
President, Asian Chamber of Texas



# AT&T STADIUM

Date Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of AT&T Stadium.

AT&T Stadium is the largest NFL Stadium ever built, with roughly 3.0 million square-feet of space, monumental arches, expansive retractable roof, massive glass retractable end zone doors, and the world's largest center-hung video board. AT&T Stadium has the accommodations and commitment to staying up-to-date that will suit the FIFA World Cup.

As the Stadium General Manager of AT&T Stadium, we continuously strive to make AT&T Stadium inclusive, and take the necessary steps to protect the rights of its guests and event day staff to provide a safe, comfortable and inclusive environment, and a fair wage. Like Dallas, AT&T Stadium is committed to these ideals, as expressed in our venue programs:

- Stadium Code of Conduct:

AT&T Stadium Management is committed to creating a safe, comfortable and enjoyable experience for our guests. The following Code of Conduct is enforced for all events at AT&T Stadium and applies to the stadium, the outdoor plazas and the stadium parking lots.

Behaviors that may result in immediate ejection without warning include, but are not limited to, the following:

- Abusive, foul or disruptive language and obscene gestures.
- Fighting, taunting or threatening remarks or gestures.
- Intoxication or other signs of impairment related to alcohol consumption.
- Throwing objects of any kind.
- Smoking inside the stadium. Smoking is permitted in designated areas outside the stadium only.
- Entry into restricted or unauthorized area or an area for which an individual does not have an appropriate ticket, pass or credential.
- Sitting in a location other than the guests' ticketed seat.
- Ticket scalping or the sale of tickets at any price on stadium property.
- Trespassing, soliciting, peddling, or loitering on stadium property.
- Displays of affection not appropriate in a public setting.
- Any disruption to the progress of the event by the individual's actions.

One AT&T Way | Arlington, Texas 76011 | 817.892.4000 | stadium.dallascowboys.com



# AT&T STADIUM

- Any action deemed dangerous or inappropriate.
- Failure to comply with stadium personnel instructions.
  
- Partnership with KultureCity
  - Sensory Inclusive Certified by end of '21
  - Sensory bags at Guest Service booths
  - Commitment to building sensory rooms prior to FIFA World Cup 2026
- Safety Act Certification
  - Partnerships and event coordination with the following agencies:
    - Arlington Police and Fire Departments
    - Federal Bureau of Investigations
    - Department of Homeland Security
- Conduct ADA annual review with accessibility consultant (Accessology) for compliance with venue and guest facing event operations programs
- Standard verbiage in all agreements with stadium contractors ensuring compliance with local and state employment laws for our event day staff

In addition to the programs mentioned above, we are also committed to the additional measures listed below prior to the 2026 FIFA World Cup:

- Human Trafficking training for all Event Day staff conducted by the Arlington Police Department
- Diversity and Inclusion training for all Event Day staff conducted by outside consultant
- Meet with local ADA community through Accessology for additional feedback

AT&T Stadium's employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Sincerely,



Tod Martin  
Stadium General Manager  
AT&T Stadium



**AUSTIN FC**  
1835A Kramer Lane, Suite 600  
Austin, TX 78758

June 22, 2021

Federation Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

**Re: Dallas / 2026 FIFA World Cup**

Dear Mr. Smith:

It is with great pride that Austin FC hereby formally submits our pledge of support for the Dallas region to be amongst those that officially receive the honor of serving as a 2026 FIFA World Cup host location.

As one of three Major League Soccer clubs in the State of Texas, Austin FC will be extremely supportive of the 2026 FIFA World Cup being staged in the world-class Texas market of Dallas-Fort Worth metropolitan area given the successful track record of hosting large scale sporting events in the Dallas region.

Austin (which is approximately a three-hour drive from Dallas) is the fastest growing large city in the United States for each of the last ten years and is in excellent position to serve as a strong adjacent market to assist with resources and revenue generation in Dallas.

On behalf of the entire Austin FC organization, we appreciate your interest in considering the greater Dallas region for this prestigious opportunity and we would welcome the chance to assist where possible.

Sincerely,

Andy Loughnane  
President  
Austin FC

**GROW THE LEGEND**  
■■■■







June 18, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of the George W. Bush Institute.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads -- all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

I serve as the Executive Director of the George W. Bush Institute, and our organization works to advance human freedom, democracy, and human rights at home and around the world. As the only presidential policy institute in Texas, we bring leaders from around the globe to our facility in Dallas for important programming and discussions on these issues. Our work includes unique efforts such as the Freedom Collection, a repository of the stories and testimonials of freedom advocates and dissidents from around the world; we often host freedom advocates and dissidents at the Bush Institute so that they can share their stories and highlight the importance of human rights. Our work also includes policy efforts on immigration reform to ensure that the United States is a welcoming and lawful society, and programs such as our North Korea scholarship, which provides educational scholarships to North Korean refugees living in the United States.

Our world-class facility is set on 15 acres and is home to the George W. Bush Presidential Museum and Library as well as the George W. Bush Institute. We would be pleased to be an active partner in working with the community to host the World Cup and leverage the assets of the Bush Institute and our focus on human rights and democracy.

In addition to the programs mentioned above, we work closely with federal, state, and local policymakers to ensure that the values of freedom, opportunity, and compassion continue to be reflected at the national, state, and local levels.

The Bush Institute's employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Holly Kuzmich  
Executive Director





June 20, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for the Dallas region as a host city for FIFA World Cup in 2026 on behalf of the Arlington Convention & Visitor Bureau.


The Dallas-Fort Worth-Arlington Metroplex is a richly diverse area and a melting pot of cultures. Our region has an interconnected transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Our region also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The safety, comfort, and security for our visitors is our highest priority. We work tirelessly to ensure that the safety and consideration of visitors continue to be reflected in the laws and programs provided at the state, regional and local levels. In addition, those traveling to Arlington will have access to our award-winning public services while visiting our great city.

Arlington fully supports this bid for FIFA World Cup and we are committed to ensuring that those traveling to and within Arlington arrive safely, remain safe and comfortable throughout their stay. The Arlington Convention and Visitors Bureau's employees and the entire Dallas-Fort Worth metroplex community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this tremendous opportunity!

With Great Respect,



Matt Wilson  
Vice President of Sports & Events



May 25, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for the Dallas region as a host city for FIFA World Cup in 2026 on behalf of the Arlington Fire Department.

The Dallas-Fort Worth-Arlington Metroplex is a richly diverse area of American and a melting pot of cultures. Our region has an interconnected transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Our region also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The safety of Arlington's visitors and citizens – particularly of our most vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty – is our highest priority. The City of Arlington and our Police and Fire Departments fully support this bid for FIFA World Cup and is committed to ensuring that those traveling to and within Arlington arrive safely and remain safe and comfortable throughout their stay. Arlington Public Safety's Special Events Service teams are highly proficient in providing special event public safety services in multiple types of venues. Our public safety teams have provided safety and security services for some of the largest and highest profile events held in the United States, including a Super Bowl, three World Series, college championship events in multiple sports, a record setting NBA All-Star game, concerts, and other typical and non-typical entertainment events. Also of note, Arlington has held a number of international soccer (football) events, all highly successful and safe. Arlington public safety engages in industry leading special event practices and employs the latest technologies designed to help keep the special event teams and attendees safe.

In addition to the programs mentioned above, we work closely with dozens of local organizations whose sole focus is ensuring the safety, comfort, and security of vulnerable populations in Dallas. Arlington public safety maintains direct partnerships with state and

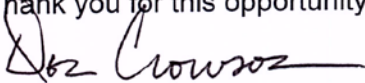
Fire Administration • Mail Stop 04-0260  
P.O. Box 90231 • Arlington, Texas 76004-3231 • [www.arlingtontx.gov](http://www.arlingtontx.gov)



federal public safety authorities and will leverage these partnerships when needed to address certain special events issues.

The Arlington Fire Department's employees and our entire community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.



Don Crowson  
Fire Chief / Director of Emergency Management  
Arlington Fire Department  
Arlington, Texas  
P.O. Box 90231 MS 04-0260  
Office: 817.459.5501

[Don.Crowson@arlingtontx.gov](mailto:Don.Crowson@arlingtontx.gov)

*Duty – Honor – Compassion – Excellence*



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MAYOR  
W. JEFF WILLIAMS

THE AMERICAN DREAM CITY

101 W. Abram St.  
P.O. Box 90231, MS 01-0310  
Arlington, Texas 76004-3231  
Office 817-459-6121  
Jeff.Williams@arlingtontx.gov

May 25, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for the Dallas region to host the FIFA World Cup in 2026 on behalf of the City of Arlington.

The Dallas-Fort Worth-Arlington Metroplex is a richly diverse area of America and a melting pot of cultures. In fact, Arlington is the eighth most diverse city in America. Our region has an interconnected transportation system – two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Our region also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The safety, comfort and security of Arlington’s visitors and citizens – particularly of our most vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty – are our highest priorities. The City of Arlington fully supports this bid for FIFA World Cup and is committed to ensuring that those traveling to and within Arlington arrive safely, remain safe and comfortable throughout their stay, and have access to our public services while visiting our great city.

Arlington is proud of the human rights policies and programs we have in place to protect the rights and freedoms of our citizens in the workplace, in their homes, in our public venues, and while participating in and while exercising the freedoms we hold so dear, including:

- City of Arlington policies to protect its employees and applicants against discrimination based on their race, color, national origin, age, religion, gender, disability, sexual orientation or gender identity;
- Anti-bullying policies for all City of Arlington programming;
- A City Council appointed Unity Council tasked with combatting racism and creating a more fair, equitable community;
- New contract goals aimed at increasing participation for City contracts by minority and women owned businesses (MWBE);
- Creating a public transportation system that does not rely on fixed routes or schedules to provide better transportation opportunities to underserved portions of our community;



- An anti-discrimination fair housing ordinance to protect individuals from discrimination based on race, color, national origin, age, religion, gender or disability;
- Expanding our Fair Housing Ordinance to include an anti-discrimination policy based on sexual orientation and gender identity (expected to be passed in June 2021);
- Creating an anti-discrimination ordinance to prohibit discrimination based on someone's race, color, national origin, age, religion, gender, disability, sexual orientation and gender identity (expected to be passed in June 2021);
- The creation of the Mayor's Committee on People with Disabilities, a standing city committee tasked with creating a more inclusive community for residents with disabilities and advocating for their needs;
- Creation of a PRIDE Alliance for City of Arlington LGBTQ employees and their allies that promotes inclusivity in the workplace; and,
- Compliance with all state and federal anti-discrimination policies.

In addition to the programs mentioned above, we work closely with dozens of local organizations whose sole focus is ensuring the safety, comfort, and security of vulnerable populations in Arlington, including:

- |   |  |
|---|--|
| - Alliance for Children                         | - Mayor's Ministerial Alliance         |
| - Arlington Life Shelter                        | - Mayor's Youth Commission             |
| - Arlington Urban Ministries                    | - Meals on Wheels of Tarrant County    |
| - Big Brothers Big Sisters                      | - Miracle Fields of DFW                |
| - Boys and Girls Clubs of Arlington             | - Mission Arlington/Mission Metroplex  |
| - CAN Community Health-Arlington                | - My Health My Resources               |
| - Catholic Charities                            | - National Medal of Honor Museum       |
| - Citizens Environmental Commission             | - Nehemiah Builds Foundation           |
| - Communities Foundation of North Texas         | - Open Arms Health Clinic              |
| - Cook Children's Child Study Center            | - SafeHaven of Tarrant County          |
| - Girls Inc. of Tarrant County                  | - Salvation Army and the YET Center    |
| - Green Oaks Education Foundation               | - Society of St. Vincent de Paul       |
| - HELP Center for LGBT Health and Wellness      | - Texas Health Resources Foundation    |
| - Helping Restore Ability                       | - The WARM Place                       |
| - Mayor's Committee on People with Disabilities | - The Women's Center                   |
|   | - United Way                           |
|   | - Veterans Coalition of Tarrant County |

Arlington is unique in that it used gas well revenue on public land to create a charitable foundation, the Arlington Tomorrow Foundation, to ensure continual investment in the community through meaningful projects that will improve the lives of its residents. Since 2007, the Foundation has provided more than \$27.6 million in gifts to 435 Arlington-based charities and City departments who work each day to make Arlington vibrant and strong through educational and recreational opportunities, many of which focus on social services and helping those most in need.



The City of Arlington's employees and our entire community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.



W. Jeff Williams, PE  
Mayor





May 25, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20, [SEP] P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of the Arlington, Texas Mayor's Committee On People With Disabilities, I am proud to submit this letter of support for the Dallas region to host the FIFA World Cup in 2026.

The Dallas-Fort Worth-Arlington Metroplex is among the top 10 most culturally diverse areas in the US. Our region boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. We also boast a wide cross section of hotels and other accommodations with disability accessible amenities that will suit any price range for those attending FIFA World Cup events.

As the chairperson of the Arlington Mayor's Committee On People With Disabilities, I want to apprise FIFA of our mission to increase accessibility and inclusion to all people with disabilities who live in, visit, and pass through our city. Our committee is made up of citizen volunteers (with and without disabilities) and serves as a resource to the city of Arlington, as well as to local businesses, organizations, families, and individuals on matters of disability education, access, and inclusion.

Much of our current focus is on increasing health and fitness opportunities for individuals with disabilities. This is a huge priority for our committee, as a number of adapted athletes have become US Paralympians or play professional adaptive sport due to the world class training provided by the Adapted Athletics and Para Sport programs offered by the University of Texas at Arlington. We are currently collaborating with Arlington Parks and Recreation and members of the Disability Community to increase the inclusivity of neighborhood parks and playgrounds, thereby increasing recreation and fitness opportunities for individuals with disabilities.



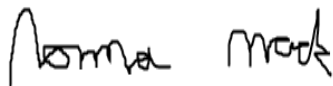


But we're about more than sport and recreation. Some past projects of which we're particularly proud include:

- Spearheading initiative restoring federal funding to local para-transit system after partial funding elimination
- Collaborating to develop an online hotel guide that allows visitors with disabilities to book rooms based on their personal accessibility needs.
- Routinely hosting successful accessible, inclusive local and statewide events, including the first-ever luncheon held at AT&T Stadium
- Several members selected to serve on the ADA Accessibility Committee for AT&T Stadium, providing expertise and guidance on practical applications of the Americans with Disabilities Act. Some resulting accessibility features include:
  - Accessible stalls placed closest to restroom entrances
  - Changes in flooring texture to assist patrons with vision loss or mobility issues
  - State-of-the-art closed captioning for patrons with hearing loss
  - Accessible suites with amenities including family restrooms and electrical outlets (allowing patrons who use battery powered mobility devices to charge said devices, during games, which is very helpful in such a large venue).
  - Free access to an app-based phone service providing play-by-play description of sporting events as well as navigation assistance to patrons with vision loss.

The Arlington Mayor's Committee On People With Disabilities and the entire community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms. Thank you for your time and consideration of our city. Should you have questions related to Arlington's accessibility and inclusion (and even more specifically regarding the accessibility of AT&T Stadium) feel free to email me at: [donna@DisabilityDiplomat.com](mailto:donna@DisabilityDiplomat.com)

Thank you for this opportunity.



Donna Mack, M. Ed, Chairperson,  
Arlington Mayor's Committee On People With Disabilities



June 3, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Arlington as a host city for FIFA World Cup in 2026 on behalf of City of Arlington Mayor's Youth Commission. Arlington is a richly diverse American city and a melting pot of cultures. Dallas and Arlington are the 4<sup>th</sup> and 8<sup>th</sup> most diverse cities in the United States. Creating a welcoming environment for all people and cultures is a top priority. The Mayor's Youth Commission acts has a resource to community leaders by communicating the issues and challenges most important to Arlington's youth.

The City of Arlington Mayor's Youth Commission fully supports this bid for FIFA World Cup and is committed to bridging the gap between youth and community leaders. Each year this group of Arlington's top students from each high school participate in educational and community building activities culminating in service projects. These young leaders are active and considerate of many of the top issues facing our world such as unity, climate change, inclusivity, and wellness.

If selected to host the FIFA World Cup in 2026, the Mayor's Youth Commission would focus its priorities around human rights issues that will affect the community leading up to and during the event. This would be an exciting opportunity for Arlington's youth to help educate their peers and help city leadership understand challenges that visiting families and youth may face during their stay.

Thank you for this opportunity.

Krissy Crosier  
Centers Program Manager  
Mayor's Youth Commission Sponsor





## ARLINGTON POLICE DEPARTMENT

Alexander Jones  
Chief of Police

CALEA Accredited Since 1989

620 West Division Street  
Post Office Box 1065  
Arlington, TX 76004-1065  
(817) 459-5600  
[www.arlingtonpd.com](http://www.arlingtonpd.com)



May 25, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

The Arlington Police Department is presenting this letter of support for the Dallas region as a host city for FIFA World Cup in 2026.

The Dallas-Fort Worth-Arlington Metroplex is one of the fastest developing areas in the United States and is home to a diverse population and celebrates various cultures. With more than thirty cities in the metroplex, we have many collegiate and professional sports teams and venues, entertainment parks, restaurants, and shopping. The area enjoys easy transportation through two airports, roadways, and many hotels that will accommodate those attending FIFA World Cup events.

From the public safety perspective, local police departments, state, and federal law enforcement agencies work collaboratively together when it comes to supporting marquee special events, like the FIFA World Cup. The safety of the Dallas-Fort Worth-Arlington visitors and citizens – particularly of our most vulnerable populations, such as children, is our highest priority. Specifically, the Arlington Police Department combats prostitution and human trafficking which often increases during marquee special events.

Interdiction of prostitution and the human trafficking victimization that accompanies such an event is an ongoing objective of the Arlington Police Department. Because the magnitude of these offenses often increases during marquee special events, so too does the department's operational focus to disrupt them.

Collaborative and robust prostitution operations are undertaken for special events of national and international significance. Those initiated for Super Bowl XLV



and the NCAA Football Big XII Championship are excellent examples. In the weeks leading up to each event, the department began an operation that was built upon three pillars: Education, Enforcement, and Public Awareness.

**Education** – The department provided human trafficking awareness training to community stakeholders throughout the region such as hotel managers/staff, venue managers/staff, restaurant, and bar employees, rideshare and taxi drivers, etc. Non-profit advocacy partnerships were leveraged to assist with educating the community.

**Enforcement** – The department partnered with local, state, and federal agencies around the North Texas region to conduct numerous covert operations (in-call/out-call sting operations) in the weeks leading up to, during, and immediately following the events.

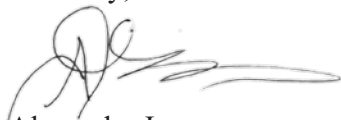
**Public Awareness** – The department leveraged private stakeholders to help increase community awareness of human trafficking and the ongoing enforcement operations/outcomes. Flyers were posted in hotels, taxis, restaurants, and bars. Billboard advertisements, social media and conventional media were all utilized to expand the reach of the awareness campaign.

In addition to the programs mentioned above, we work closely with dozens of local organizations whose sole focus is ensuring the safety, comfort, and security of vulnerable populations in the Dallas-Fort Worth-Arlington Metroplex.

The Arlington Police Department’s employees would be honored to support the FIFA World Cup and ensure the safety of the participants and visitors in 2026.

Thank you for this opportunity.

Sincerely,



Alexander Jones  
Chief of Police





May 21, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

In conjunction with our valued partners, FC Dallas and the Dallas Cowboys, I am proud to submit this letter of support for the greater Dallas region as a host for FIFA World Cup in 2026 on behalf of the City of Frisco. Dallas-Fort Worth is a richly diverse American region and a melting pot of cultures. The area boasts an incredible transportation system including two airports, rail and bus systems, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. The greater Dallas area also boasts a wide cross section of hotels and other accommodations suited to any price range for those attending FIFA World Cup events.

The safety, comfort and security of the region’s visitors and citizens – particularly of our most vulnerable populations, such as children, disabled, refugees, and those who suffer from poverty – are our highest priorities. The City of Frisco fully supports this bid for FIFA World Cup and is committed to ensuring those traveling to and within the region arrive safely, remain safe and comfortable throughout their stay, and have access to our public services while visiting our great city.

Frisco is proud of the human rights programs we have in place to protect the rights and freedoms of our citizens in the workplace, in their homes, and in our public venues. Our Frisco Inclusion Committee works closely with city staff, including our police department, to understand, respect and provide service to the many diverse cultures of our residents and visitors.

The City of Frisco, much like the rest of the region, has a strong reputation for safely and effectively hosting high-profile sporting events. Sports City USA looks forward to the opportunity to play a role in hosting one of the largest and most prestigious events in the world.

Thank you for this opportunity.

Jeff Cheney  
Mayor, City of Frisco

OFFICE OF THE MAYOR • JEFF CHENEY  
CITY OF FRISCO • GEORGE A. PUREFOY MUNICIPAL CENTER  
6101 FRISCO SQUARE BLVD • 5TH FLOOR • FRISCO, TX 75034 • 972.292.5113 • FAX 972.292.5122 • WWW.FRISCOTEXAS.GOV



May 21, 2021



Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for the greater Dallas region as a host for FIFA World Cup in 2026 on behalf of the City of Frisco. The safety, comfort and security of the region's visitors and citizens – particularly of our most vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty – is our highest priority. The Frisco Police Department fully supports this bid for FIFA World Cup, and is committed to ensuring that those traveling to and within the region arrive safely, remain safe and comfortable throughout their stay. The City of Frisco is recognized regularly as one of the "Safest Cities in America". We achieve this distinction through a very proactive relationship that we maintain with our diverse community. Frisco PD also leverages technology to ensure that our officers response times remain low to quickly serve our residents and visitors when they call.

Being home to a variety of venues in Frisco has developed our department into a very experienced Police Department in maintaining the safety of a variety of events. These events have included professional soccer matches, major concerts, college football games, Dallas Cowboys Training camp and many others. As we do in many other aspects of public safety, our department takes a very proactive approach to traffic management. We work closely with our traffic engineers to make ingress and egress from our venues a very seamless process so that visitors have a positive experience. We also work directly with our local hotels to ensure the safety of guests to our city. Our practice of "Tourism Policing" illustrates the importance we place on providing a safe environment for visitors to Frisco.

Frisco is proud of the human rights policies and programs we have in place to protect the rights and freedoms of our citizens in the workplace, in their homes, in our public venues, and while participating in and while exercising the freedoms we hold so dear. The Frisco Inclusion Committee works closely with city staff and our police department, to understand, respect and provide service to the many diverse cultures of our residents and visitors. To foster the relationship, we have with our very diverse community here in Frisco, Frisco PD has joined the Frisco Inclusion Committee in celebrating holidays and celebrations from all different cultures.

The City of Frisco, much like the rest of the region, has a strong reputation for safely and effectively hosting high-profile sporting events. Sports City USA looks forward to the opportunity to play a role in hosting one of the largest and most prestigious events in the world.

Thank you for this opportunity.

Chief David Shilson  
Frisco Police Department

FRISCO POLICE DEPARTMENT  
CITY OF FRISCO

7200 STONEBROOK PKWY • FRISCO, TX 75034 • 972.292.6000 • FAX 972.292.6075 • WWW.FRISCOTEXAS.GOV





CORPORATE -- HUMAN RIGHTS SUPPORT LETTER

June 4, 2021

Fédération Internationale de Football Association

C/O: Mr. Colin Smith

FIFA-Strasse 20,

P.O. Box 8044

Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of City of Fort Worth Department of Diversity and Inclusion.

The Dallas – Fort Worth (DFW) region is a richly diverse melting pot of cultures. The DFW region boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. The DFW region also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

As the Chief Equity Officer of the City of Fort Worth, the DFW region is inclusive, and takes steps to protect the rights of its citizens to a living wage, affordable housing, a safe and comfortable environment, and equal access to justice and opportunity. Like Dallas, the City of Fort Worth is committed to these ideals, as expressed in our City's core values of exceptional customer experience, accountability, ethical behavior, diversity, mutual respect, and continuous improvement, our award winning [Movies That Matter Programs](#), [Emergency Rental Assistance Programs](#), targeted [Expansion of Wi-Fi Access in Underserved Neighborhoods](#), [Sidewalk and Streetlight Remediation Programs](#), [Fair Housing Assistance Program \(FHAP\)](#), [Fair Employment Practice Agency Program \(FEPA\)](#), [Preserve the Fort Small Business Grant Program](#), [Fort Worth Police Department Panel Review](#), and the [Race and Culture Task Force](#).

In addition to the programs mentioned above, we work closely with local, regional, and state agencies and lawmakers to ensure that our city ideals continue to be reflected in the laws and programs provided at the state, regional and local levels.





[City of Fort Worth Human Relations Non-Discrimination Ordinance](#)

It is the public policy of the City of Fort Worth that all of its residents and persons subject to its jurisdiction should enjoy equal freedom to pursue their aspirations and that discrimination against any individual or group because of race, creed, color, sex, religion, disability, age, national origin, familial status, sexual orientation, transgender, gender identity or gender expression is detrimental to the peace, progress and welfare of the city.

[City of Fort Worth Business Equity Ordinance](#)

It is the public policy to remedy the underutilization of Business Equity Firms and to enhance the utilization of the same for fairness in City contracts and procurement and capacity-building for African-American, Asian, Hispanic, Native American, and women-owned firms.

[City of Fort Worth Human Relations Commission](#)

[Mayor’s Committee for Persons with Disabilities](#)

[Business Equity Advisory Board](#)

The City of Fort Worth’s employees and the entire Fort Worth - Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

[Municipal Equity – Fort Worth](#)

[Business Equity – Fort Worth](#)

[Fort Worth Metropolitan Black Chamber of Commerce](#)

[Fort Worth Hispanic Chamber of Commerce](#)

[United States Pan Asian American Chamber of Commerce - Southwest](#)

Thank you for this opportunity.

Christina A. Brooks

Chief Equity Officer and Director Diversity and Inclusion Department







June 11, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

As Consul General of Canada to the South-Central United States, I am honoured to submit a letter of support for the Dallas bid to be selected as a host city for the FIFA World Cup in 2026.

Canada's Department of External Affairs established our Consulate General here in 1967, identifying Dallas as a hub for international trade and culture even before the DFW Airport began welcoming passengers. For more than fifty years, our mission has performed its core functions of consular assistance, trade, and public affairs in this diverse metropolitan area.

A robust local network of government, industry, academic, cultural, and non-profit organizations underpins this region's firm commitment to sustainable growth, equitable success, and scalable innovation. This collaborative ecosystem has contributed to the development of the Dallas-Fort Worth Metroplex as a dynamic region that would well represent FIFA's core values and stated goals.

One of the key priorities shared between Canada and Dallas is a commitment to environmental stewardship, a critical prerequisite for building a sustainable tournament. Just this week, the City of Dallas has again been named the most "water wise" large city in the United States—the third time to receive this recognition. DFW is the world's largest carbon-neutral airport and the only one in the U.S.

In our longstanding relationship with the City of Dallas, our local interlocutors have embraced opportunities to support high-level visits and welcome Canadian delegations. International visitors to the Metroplex feel so welcome in fact that they decide to put down roots. The North Texas region is home to 375 Canadian companies.

June 11, 2021  
Mr. Colin Smith  
Page 2

As we emerge from this tumultuous year, safety and security will no doubt remain top of mind in planning for future events. Our mission has been the witness and beneficiary of the city's capacity for ensuring the wellbeing of residents and guests alike. Our staff have participated in the large-scale emergency management exercises that are routinely conducted and coordinated through the DFW Airport, and we are grateful for the thorough organization and delivery with which these events have been executed.

Since the North American Free Trade Agreement was signed in Texas in 1994, the Lone Star State has been a nexus for trilateral cooperation and engagement.

We look forward to welcoming the participants and visitors to Dallas for the 2026 FIFA World Cup.

Yours sincerely,



Rachel McCormick  
Consul General of Canada

RM/cl



**Dallas, Texas. June 15, 2021**

**Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland**

Dear Mr. Smith:

As Consul General of Mexico to Dallas, Texas, I am honored to partner with the Dallas Sports Commission for the FIFA 2026 World Cup, highlighting the unique aspect of Human Rights involving the immigrant community.

For many years Mexico and Texas have been inextricably linked. Mexico established our Consulate General in Dallas in 1918 because of our longstanding, bi-national commitment to international trade and culture. Our mission has performed its core functions of protection of the immigrant community headquartered in Dallas.

One of the key priorities shared between Mexico and Dallas is a commitment to economic growth in trade as a number one partner and the value of the contributions of the Mexican and Mexican-American community.

In our longstanding relationship with the City of Dallas, our Consulate has actively supported high-level visits and regularly welcomes Mexican delegations for cultural, economic and political reasons. Mexican visitors to the Metroplex feel so welcome that they often decide to make it a second home or second headquarters. The North Texas region is home to 35% of all the Mexican investments in the United States. When the North American Free Trade Agreement, now USMCA, was signed in Texas in 1994, it solidified the Lone Star State as a nexus for trilateral cooperation and engagement between Canada, Mexico and the United States.

As we emerge from the pandemic, safety and security will no doubt remain top of mind in planning for future events. The Mexican Consulate has participated in large-scale emergency management exercises that are routinely conducted and coordinated throughout the Metroplex, and we are grateful for the thorough organization and delivery with which these events have been executed. It is a tremendous honor for our leadership to work alongside the Dallas host committee in elevating the experiences of all FIFA visitors, fans, vendors and participants.

As dean of the Dallas Consular Corps, as a true fan of Soccer, and as part of the vibrant community in the North of Texas, I am sure that Dallas is the asset of the World Cup for the United States. We look forward to welcoming the participants and visitors to Dallas for the 2026 FIFA World Cup.

**Francisco de la Torre  
Consul General of México**





Dallas Area Rapid Transit  
P.O. Box 660163  
Dallas, TX 75266-0163  
214-749-3278

May 7, 2021

Fédération Internationale de Football Association  
C/O Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas to service as a host city for FIFA World Cup in 2026.

Transportation is critical to an event as significant as the FIFA World Cup, and Dallas' transportation system is unparalleled. In addition to our two large airports and network of roads, Dallas is home to Dallas Area Rapid Transit (DART). DART is a multimodal system comprised of bus, light rail, paratransit, and a host of other mobility options. Together, our transportation network makes it easy for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping.

As a provider of transportation services in a city as diverse as Dallas, DART is particularly committed to providing accessible transportation to people of all abilities. All DART buses and trains meet Americans with Disabilities Act (ADA) requirements, offering wheelchair lifts and other features to accommodate riders with disabilities. Additionally, DART Paratransit Service provides curb-to-curb, public transportation service for people with disabilities who cannot use DART fixed-route buses or rail vehicles.

The safety of our passengers and employees is one of our highest priorities. The DART Police Department works closely with local, regional, and state law enforcement to ensure the safety of our riders. The DART Say Something App allows customers to receive rider alerts and a 'check in' feature to send messages to contacts discreetly via text, email, messenger, or Facebook. Users can also report issues, attaching photos or videos directly to DART Police.

DART's employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms. If you have additional questions, please do not hesitate to contact me by email at [dleininger@dart.org](mailto:dleininger@dart.org).

Sincerely,

A handwritten signature in blue ink that reads "David Leininger".

David Leininger  
Interim President & Chief Executive Office







# DALLAS BLACK CHAMBER OF COMMERCE

Date: 5/28/21

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of the Dallas Black Chamber of Commerce. As the oldest Black chamber of commerce in the United States, our mission is to advocate for the creation, growth, and promote the general welfare of Black owned and operated organizations, and businesses across the North Texas region and has been since 1926.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The Dallas Black Chamber of Commerce works closely with local, regional, and state agencies and lawmakers to ensure that the rich diversity and heritage of our city is reflected in the laws and programs provided at the state, regional and local levels.

The Dallas Black Chamber of Commerce's, members, board, employees, and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Harrison L. Blair  
President  
Dallas Black Chamber of Commerce



# Dallas Building and Construction Trades Council

AFFILIATED WITH AFL-CIO

Craig Berendzen - President  
3010 Interstate 30  
Mesquite, TX 75150  
Phone: (214) 341-8606  
Fax: (214) 553-5420

Michael E. Shelton - General Counsel  
The Shelton Law Firm  
10000 Memorial Dr., Suite 300  
Houston, TX 77024  
Phone: 1-800-423-9745  
Fax: (713) 400-4086

Price Warwick - Secretary/Treasurer  
3010 Interstate 30  
Mesquite, TX 75150  
Phone: (972) 639-6846  
Fax: (214) 553-5420

Dear Bid Committee Chair,

We are writing to you, on behalf of our 15 affiliated unions with 8,000 members, about the exciting possibility that DFW will be chosen as a host city for 2026 FIFA World Cup games. We want to work closely with your committee to ensure that working people in the DFW area benefit from the opportunities that the hosting World Cup games could create, and to mitigate risks from the hosting World Cup for workers and residents.

Toward that end, we have included in this letter and in an attachment some thoughts on the challenges and risks associated with hosting the World Cup and our proposals on how to address those. We ask that you incorporate our proposals into the human rights strategy you are due to give to FIFA by the end of June. We want to meet with you very soon, along with some of our affiliated unions and other allies, to discuss these ideas. Beyond that, we want to collaborate with you on an ongoing basis to turn these proposals into specific, enforceable agreements and policies.

We believe that, if planned and implemented properly, DFW hosting World Cup games presents our city and its residents with the opportunity to:

- Generate both immediate and long-lasting economic gains for working people
- Create real economic benefits for “high road” employers and contractors
- Foster an environment of cooperation and labor peace in our city
- Provide a great experience with quality service for visiting guests
- Present a positive model for the cooperative, broadly supported, constructive execution of a mega-sporting event, with benefits shared broadly throughout the community

Those opportunities can only be realized if you put in place a good process for addressing workers’ issues and agree to particular policies and practices. Specifically, we think your bid committee and the city should agree to do the following:

1. Include our proposals into the human rights strategy in the city’s bid.
2. Appoint our recommended labor representatives to relevant subcommittees planning for the World Cup, such as those working on Fan Fest, stadiums and venues, accommodations, community/civic engagement, and transportation.
3. Negotiate with unions and our community allies specific binding agreements, such as labor peace agreements and/or community benefits agreements, covering FIFA Fan Fest and other operations connected to the event.



4. Use unionized facilities for events, lodging, and training whenever possible, and work with us where there's not a union option.
5. Speak out in support of labor rights, including for non-union workers in facilities and on contracts tied to the World Cup.
6. Put in place responsible contractor policies, and then use responsible contractors for services, goods, and construction connected to the event.
7. Negotiate strong local training and hiring plans, especially for people from targeted disadvantaged communities.
8. Commit to processes to support collective bargaining and resolve labor disputes in a manner which fosters labor peace.
9. Require payment of living wages, and strong health and safety standards.
10. Source event-related apparel and merchandise in a responsible manner.
11. Agree not to partner with low road employers or with contingent economy players like ride-share companies and home lodging hosting platforms.
12. Agree to a strong local process to define, monitor, and remedy violations of labor rights and human rights connected to the games.

Thank you for your attention to our concerns. We look forward to working closely with you in the coming years to make the 2026 FIFA World Cup games a great event for our city.

Sincerely,



*James C. Dancy*



May 19, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of the Dallas Cowboys and AT&T Stadium, I am honored to submit this letter of support for the North Texas region as a host consideration for the 2026 World Cup. I truly feel it is such a significant accomplishment for me to be in the position to represent the place I've been so fortunate to call home, specifically to attract an event of this magnitude.

First, I would like to congratulate you and the entire FIFA team on the success of the World Cup, the growth it has had on the sport and the international impact you all are making around the globe. When we think about bringing events to not just AT&T Stadium, but our region as a whole, the World Cup is the grandest stage we yearn to host. Additionally, when we were building the stadium, we spent so much time on the details so when a commentator was telling the television audience about the game, the millions watching from home could feel like they were in the stadium. Our approach to host the World Cup will be no different. I can assure you that the details that make our area great are what will set us apart; not just for the hundreds of thousands that get to experience a match here, but for the billions of people watching from around the world.

With accessibility, infrastructure, capital, corporations, human resources and more, North Texas will accomplish FIFA's overall goals of providing players, fans, sponsors, broadcasters and others a once in a lifetime experience. Our goal is to provide you all the assets our region has to offer so you all can make the 2026 FIFA World Cup bigger and better than before.

We look forward to welcoming you to North Texas later this year so that we can show you first-hand our commitment to innovation, leading edge technology, and the first-class venues that we have to offer in North Texas. We would be honored to welcome the entire FIFA team and the greatest international sporting event to Texas.

Best,

Jerry Jones  
Owner, President and General Manager







June 3, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

It is with great pleasure that I submit this letter of support for Dallas as a host city for FIFA World Cup 2026 on behalf of the Dallas Cup International Youth Soccer Tournament.

Recognized as the oldest and most prestigious international youth soccer tournament in the United States, the Dallas Cup has hosted elite academy teams from over 100 countries throughout its 42-year history. Undoubtedly, the Dallas Cup would not have been able to grow into the acclaimed international event it is today without the ability to tap into the city's superb hospitality infrastructure, including two major airports, and without the support from Dallas' welcoming and richly diverse community. This first-hand experience with the city's ability to host world-class events leaves no doubt that Dallas will be a magnificent host to all those attending FIFA World Cup events, no matter the income level or cultural background.

As a member of the Board of Directors of the Dallas Cup, I want to assure FIFA that the safety and protection of all our tournament participants – be it for those that live in the Dallas area or for those that travel from other parts of the United States and abroad – is of paramount importance. The tournament annually hosts thousands of young athletes from around the world, and as such, safety is our top priority. The Dallas Cup administers over 2,000 background checks on an annual basis to all staff and volunteers who are in direct contact with our participating athletes and we are proud that the tournament has had an impeccable safety record in this regard.

Cultural and community diversity has also been an extremely important element of Dallas Cup. Through partnerships with programs such as the *Black Star Initiative* and *Alianza de Futbol*, we are able to provide hundreds of young athletes from underprivileged and underserved communities from around the country the opportunity to compete and showcase their talents in one of the premier youth tournaments in the world. Likewise, through our *HomeStay Program* and *Peace Team* initiatives, thousands of athletes from outside of the United States have had the opportunity to travel to play in Dallas Cup regardless of their socio-economic background.

Dallas Cup’s priority regarding the protection of child rights and diversity awareness extends beyond the pitch. Through its charitable arm – *Dallas is Diversity* – the Dallas Cup has been able to educate the participating athletes about important issues related to child welfare, diversity, and inclusion. During every tournament, participating teams visit children’s hospitals, schools, and children’s advocacy centers, where the young athletes receive valuable life lessons related to these important matters. Furthermore, thousands of Dallas-area students annually participate in Dallas Cup’s *Dallas is Diversity Calendar* art competition, helping bring awareness to the importance of inclusion and diversity in society.

The Dallas Cup Board of Directors and staff, along with our hundreds of volunteers, look forward to welcoming FIFA World Cup participants and visitors in 2026 with the same attention to child safety and wellness, focus on inclusion and diversity, and warm hospitality we have been proudly extending for over four decades to young athletes, coaches and referees from around the world. We are truly grateful for this opportunity.

Respectfully yours,



Andy Swift  
Dallas Cup Board of Directors



May 26, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am pleased and honored to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of the Dallas Fort Worth Minority Supplier Development Council.

Dallas is a flourishing, diverse American city, and a melting pot of cultures. The city boasts an impressive transportation system -- two airports, rail, bus, ride sharing, and a massive network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The Dallas Fort Worth Minority Supplier Development Council was founded in 1973 by corporate CEOs committed to leveling the economic landscape for minority owned businesses impacting communities. That same type of leadership exists today by corporate, private, and public sector leader's intent on equity and inclusion for all Dallas citizens where they live, work, conduct business, and play. This is our city and for-profit and non-profit leaders advocate and strive for inclusion, impartiality, safety, and justice.

The mission of the Dallas/Fort Worth Minority Supplier Development Council is to facilitate business connections between our buying entity members (corporations and public-sector agencies) and certified minority-owned businesses to meet supply chain demands and further the economic development of our communities.

Results matter and D/FW MSDC tracks results. We measure performance and we stand on principles. Those principles include but are not limited to, **Diversity and Inclusion**- the value inherent in the utilization of the talents available from varied cultures and

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avenues of thought. It is only by engaging in a world that is inclusionary that we can be our best selves – our whole selves – and the very best organization possible.

**Respect**, treating everyone with respect and maintaining an environment that is free from ethnic, religious, racial, sexual or any other type of harassment. **Integrity, Honesty and Fairness**– conducting business with honesty and fairness –while keeping in mind the best interests of our constituents. **Accountability** constituents can expect the very best in service. We know that a viable and productive team effort can increase the overall success of what we deliver, but we also know accountability ensures services are delivered successfully. **Continuous Improvement**– continually researching and implementing processes designed to make what we do better. Our proactive approach reduces unforeseen challenges and complications, while enhancing the opportunities for positive results.

The City of Dallas embraces these same principles and ideologies for its citizens and those experiencing the rich attributes of Dallas and all it offers.

The Dallas Fort Worth Minority Supplier Development Council, a non-partisan 501 C 3 business organization, is proud to work with Dallas corporations, public sector agencies, school districts, local, regional, and national legislative representatives to make this a better Dallas. A Dallas, we hope you will select to provide an unequalled, quality, positive, humane experience. The Dallas Fort Worth Minority Supplier Development Council’s stakeholders, minority-owned business enterprises (MBEs), staff and entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms. Our Minority Business Enterprises stand ready to serve and assist you with your business, needs and services.

Thank you for the opportunity and your consideration.  
Yours in Business.

A handwritten signature in blue ink that reads "Margo J. Posey".

Margo J. Posey  
President & CEO  
Dallas Fort Worth Minority Supplier Development Council

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June 5, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am excited to submit this letter of support for the Dallas region to host the FIFA World Cup in 2026 on behalf of Dallas Southern Pride (DSP).

DSP has worked hard to make the Dallas/Fort Worth Metroplex a top destination for members of the LGBTQ community from all over the world. DSP is an organization that continuously advocates for human rights and equality for all by working with local, state and federal officials to ensure safety and inclusion at all levels.

DSP's annual Juneteenth Unity celebration falls in line with the FIFA World Cup 2026 events and we look forward to partnering and making it a success.

Thank you for this opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "Kirk Myers", with a long horizontal stroke extending to the right.

Kirk Myers

President





**BRAD ALBERTS**  
PRESIDENT/CEO

June 14, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of owner Tom Gaglardi and the entire Dallas Stars organization, I am honored to submit this letter in support of the Dallas region as a host city for FIFA World Cup in 2026.

The Dallas/Fort Worth Metroplex has a long history of hosting the largest and most recognizable sporting events in the world. Our region is uniquely positioned to offer the infrastructure that is necessary to host an international event such as the World Cup. We are set up with two major airports, numerous state-of-the-art sports venues for all sizes of events, and an interconnected transportation system, along with countless hotels and dining options spread throughout the Metroplex. Fans traveling from the across the world or within the United States will be able to feel at home with the numerous options at their disposal to maximize their visit to our region. Along with everything else, the famous Texas hospitality and welcoming spirit of our citizens will make the trip one to remember for the rest of their lives.

The non-stop economic growth of the region has not only made it a fantastic place to host a major event, but also a tremendous place to call home. More and more people every day continue to move to the Dallas/Fort Worth Metroplex because of the unmatched opportunities for employees and employers. The region is booming with Fortune 500 companies and other large corporations that have decided to relocate because of the growth in North Texas. As our area continues to expand, the Dallas Stars organization is committed to ensuring that our community is inclusive to all individuals. We believe that everyone should have the opportunity for a living wage, affordable housing, a safe and comfortable environment and equal access to justice and opportunity. As an organization that is deeply entrenched in our community, we take these ideals very seriously and work with local officials to ensure these opportunities are made available to everyone.

We are certain that there is no better metropolitan area in the United States to host an event of this magnitude. The Dallas Stars organization, our fans and the entire Dallas/Fort Worth Metroplex look forward to welcoming FIFA World Cup participants, fans, and FIFA officials to our region in 2026.

Best,

**DALLAS STARS HOCKEY CLUB**



2601 AVENUE OF THE STARS | FRISCO, TX 75034 | 214.387.5673 | DALLASSTARS.COM





## Dallas Wings Basketball

May 18, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for the Dallas region as a host city for FIFA World Cup in 2026 on behalf of the Dallas Wings.

The Dallas-Fort Worth-Arlington Metroplex is a richly diverse area of America and a melting pot of cultures. Our region has an interconnected transportation system - two airports, rail, bus, ride sharing, and an incredible network of roads - all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Our region also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

As the President & CEO of the Wings, we made this region our home because it is an area that is that takes steps to protect the rights of its citizens to earn a living wage, enjoy affordable housing, a safe and comfortable environment, and equal access to justice and opportunity. Like the Metroplex, the Dallas Wings organization is committed to these ideals as a member of the Women's National Basketball Association (WNBA).

In addition to the programs mentioned above, we work closely with local, regional, and state agencies and lawmakers to ensure that our corporate ideals continue to be reflected in the laws and programs provided at the state, regional and local levels. In particular, we take great pride as being an organization long focused on diversity, equity and inclusion.

The Dallas Wings' employees and our entire community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Greg Bibb  
President & CEO

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500 E. Border St. Suite 250, Arlington, TX 76010 • (817) 469-9464 • [www.DallasWings.com](http://www.DallasWings.com)





June 4, 2021

Federation Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of FC Dallas of Major League Soccer, Toyota Stadium and Toyota Soccer Center in Frisco, Texas and MoneyGram Soccer Park in Dallas, Texas.

FC Dallas, a member of Major League Soccer since its inception in 1996, is owned and operated by Hunt Sports Group. FC Dallas won the Lamar Hunt U.S. Open Cup in 1997 and 2016 and the MLS Supporters' Shield in 2016.

Toyota Stadium opened in 2005 and is one of the first soccer-specific stadiums built in the United States. It hosts MLS and international soccer matches, high school and college football games, as well as concerts and other events. Toyota Stadium is also home to the National Soccer Hall of Fame which opened on November 2, 2018. The 145-acre Toyota Soccer Center includes 17 regulation-sized, tournament-grade soccer fields and is home to the organization's nationally-renowned youth development system.

MoneyGram Soccer Park is a 120-acre, 19 field soccer complex at Elm Fork in Dallas, Texas that is funded and developed by the Park and Recreation Department of the City of Dallas and is owned by the City of Dallas. The facility features 14 full-sized fields and five junior fields to provide areas for all age groups. The venue hosts various events on the local, national and international levels. FC Dallas and the City of Dallas entered into a management agreement for FCD Dallas to manage, operate and maintain the facility.

At all venues, we continuously strive to be inclusive and take the necessary steps to protect the rights of our guests and event day staff to provide a safe, comfortable and inclusive environment and a fair wage.

This is outlined in our code of conduct:

"Major League Soccer, its Clubs and its venues are committed to creating a safe, comfortable and enjoyable soccer experience for all guests in and around our stadiums and facilities.



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MLS and its Clubs will immediately take action the following behaviors as they represent a threat to the safety of the event:

- Fighting and/or inciting others to fight or inciting or engaging in unruly or disruptive behavior
- Causing significant damage to property
- Using (including on any sign or other visible representation) political, threatening, abusive, insulting, offensive language and/or gestures, which includes racist, homophobic, xenophobic, sexist or otherwise inappropriate language behavior
  - Threatening and/or abusive behavior directed towards other fans, players, officials or staff members will be subject to sanctions even if done outside the time period of an MLS-SUM event (including on social media)
- Entering or attempting to enter the field, the field track, the tunnel or any otherwise restricted area
- Possession or use of an unauthorized pyrotechnic device, smoke or firework, or attempting to introduce one inside the venue.
- Throwing any objects onto the field (including streamers)
- Failing to follow directions from venue staff regarding compliance with the Fan Code of Conduct, stadium policies and emergency procedures
- Declining to promptly return a ball that enters the stands
- Inappropriate consumption of alcoholic beverages, which includes purchasing for, possession of, or consumption by a minor

The listed behaviors are prohibited based on safety and violations and will be subject to sanctions.

#### Level 1 Offenses

- Fighting
- Fan violence
- Assaults/batteries on staff, vendors or other patrons
- Using racial, sexual, xenophobic, and/or homophobic language (including on signs or visible representations) or gestures or conduct
- Throwing objects, of any kind, towards the field, players, and/or officials
- Causing significant damage to property
- Provoking and/or inciting threatening or abusive behavior
- Possession or use of an unauthorized pyrotechnic device, smoke, or firework, or attempting to introduce one inside the venue
- Alcohol management – purchasing, or providing for consumption, alcohol for an underage minor
- Field intrusion onto the field of play or a designated Critical Area



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**SANCTIONS:** Level 1 offenses are considered serious offenses. These will carry a ban ranging from six months to one year based on aggravating and mitigating factors. An individual must provide a written request for readmission and participate in the online Fan Code of Conduct Education Class (FCEC) for his/her access to be reinstated.

### Level 2 Offenses

- Targeted using obscene or abusive language or gestures, or displaying any inappropriate sign or visible representation
- Entering, or attempting to enter, any unauthorized area outside the designated critical areas
- Alcohol management – excessive consumption of alcohol
- Ignoring instructions by League, Club & Stadium staff
- Refusing to return the match ball
- Other misconduct where the venue is the victim, i.e. theft, scalping, minor property damage, etc.

**SANCTIONS:** Level 2 offenses carry a range of suspensions, depending on if they are the 1st or 2nd offense. Prior to the 1st penalty, individuals can be given a warning for their behavior.

- 1<sup>st</sup> offense ranges from 1-3 games
- 2<sup>nd</sup> offense ranges from 3-5 games

An individual who commits any two offenses in the category has to complete the FCEC before he/she can be reinstated. Any 3rd offense in a 12-month period will trigger a 1-year ban.”

In June 2020, FC Dallas announced the creation of the Connect | Create | Unite platform to foster education, diversity and inclusion throughout North Texas and within the FC Dallas organization. The program launched with *Candid Conversations: Sports Role in Healing Racial Injustice*. The club’s Candid Conversations features a series of livestreams with FC Dallas players, coaches, staff and external experts focused on issues relating to racial justice in our communities, gender diversity in sports and more.

The banner program of FC Dallas’ Connect | Create | Unite platform is the Homegrown Partner Program that provides five Black and Minority-owned businesses with FC Dallas and North Texas SC sponsorship packages valued at \$500,000. The Homegrown Partner Program delivers unparalleled access to Dallas business leaders, athletes and executives while providing marketing, entertainment and commercial growth opportunities for the beneficiaries.

FC Dallas is committed to employee enrichment which includes a Diversity & Inclusion Committee within FC Dallas comprised of FC Dallas staff and players focused on discussing topics and executing initiatives related to: empathetic leadership, fostering a sense of belonging throughout the organization and ongoing inclusion. FC Dallas provides continuing education



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for FC Dallas staff and executives focused on building a diverse workforce and eliminating implicit bias.

FC Dallas is hosting Y'All Means All night on Sunday, June 27 against the New England Revolution in honor of June's Pride month celebration. FC Dallas players will wear Pride training tops during warm-ups which will be signed by players and then auctioned following the match. The match will celebrate members of the LGBTQIA+ community while also reinforcing the message of soccer and FC Dallas' commitment to inclusion.

FC Dallas, Toyota Stadium, Toyota Soccer Center and MoneyGram Soccer Park employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Sincerely,

Jimmy Smith  
Chief Operating Officer  
FC Dallas  
Toyota Stadium & Soccer Center  
MoneyGram Soccer Park



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May 24, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of our business community, along with our valued partners, the Frisco Chamber of Commerce is exceptionally honored to submit this letter of support for the greater Dallas region to serve as a host for FIFA World Cup in 2026.

The greater Dallas region attracts millions of visitors each year for a multitude of reasons. Two airports within the DFW area make arriving by plane convenient, and both airports offer flights to and from international destinations. Travel to the area is also possible by rail, bus, and car and the infrastructure in place provides a well-planned connection of roads and highways. Visitors can enjoy our vibrant business community, including many sports venues, first-class shopping and restaurants, as well many museums and points of interest. Our area also consists of a wide selection of lodging options with a variety of rates and amenities.

Our region is also attractive to visitors, residents, and business owners for its reputation for safety. In a recent study, three North Texas cities, including Frisco, were named the "10 safest cities in the nation." The innovative approach of the police and fire departments makes this area a leader in public safety.

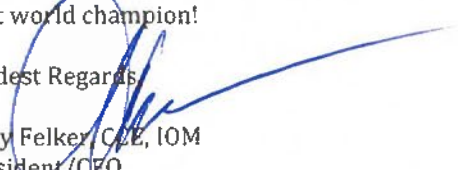
The greater Dallas region is well-known for its culturally diverse, collaborative, and inclusive business community. Entities here work closely together to understand, respect, and provide needed services to the diverse cultures of residents and visitors. As an illustration of the diversity and inclusive mindset of Frisco, our school system proudly accommodates students with 72 different languages spoken. In addition, our community places a high value and top priority on the safety and well-being of the most susceptible and most vulnerable, including children, the impoverished, the oppressed, and the disabled.

Our region is a passionate community and proud of its many human rights programs, organizations, and projects that exist to ensure and protect our citizen's and visitor's rights and freedoms regardless of age, ethnicity, language, religion, or another status.

Our region has hosted numerous high-profile events, many within the City of Frisco, and has earned a reputation for being an attractive place for national and international events. Public and private partners work seamlessly together to make these events safe and successful. These events and the numerous sports venues and sports teams that call Frisco home have helped Frisco earn the moniker of Sports City USA.

FIFA World Cup in 2026 has our commitment and support and will ensure that those visiting this area will have a safe, comfortable, and inclusive experience. We look forward to such a prestigious opportunity to determine the next world champion!

Kindest Regards,

  
Tony Felker, CCE, IOM  
President/CEO  
Frisco Chamber of Commerce

6843 Main Street, Frisco, Texas 75034 | (972) 335-9522 | FriscoChamber.com





June 10, 2021

Federation Internationale de Football Association  
C/O: Mr. Collin Smith  
FIFA-Strasse 20, P. O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

The Fort Worth Metropolitan Black Chamber of Commerce wholeheartedly supports Dallas' bid to be the host city for the FIFA World Cup in 2026, and we look forward to greeting people from around globe as they experience North Texas hospitality.

Although Fort Worth and Dallas are often rivals, we always come together for the good of the region, the state and the country. The Dallas/Fort Worth International Airport is just one example of that cooperative spirit.

Ours is a very diverse community which acknowledges that it has had problems in the past of addressing the needs of all our residents. But rather than ignore those issues, Fort Worth four years ago appointed a Task Force on Race and Culture to look at disparities throughout our city. After two years of study, the Task Force issued a comprehensive report pointing out disparities in seven areas: 1) Criminal Justice, 2) Economic Development, 3) Education, 4) Governance, 5) Health, 6) Housing and 7) Transportation. Numerous recommendations were made in each area, and the city currently is in the process of implementing them.

All this is to say that Fort Worth and our Chamber are ready and willing to assist Dallas in hosting this world-class event. We are prepared to do anything necessary to make it a fulfilling experience for the athletes and fans alike. And, we welcome with open arms all those who will visit our city of "Cowboys and Culture."

Most sincerely

Devoyd Jennings,  
President & CEO



May 27, 2021

Fédération Internationale de Football Association

C/O: Mr. Colin Smith

FIFA-Strasse 20,

P.O. Box 8044

Zurich, Switzerland

Dear Mr. Colin Smith:

I am proud to submit this letter of support for the DFW Metroplex, the city of Dallas, and the City of Fort Worth as a host for FIFA World Cup in 2026 on behalf of the Fort Worth Hispanic Chamber of Commerce.

Dallas and Fort Worth are two incredibly diverse American cities that include a melting pot of culture within the cities and the suburbs that surround us. The DFW Metroplex alone, boasts an incredible transportation system – DFW Airport, rail, bus, ride sharing, and a network of highways that connect Dallas to Fort Worth. Our transportation system alone makes it easy and enjoyable for visitors to reach both ends of Dallas-Fort Worth and indulge in our sports entertainment, locally owned restaurants, concert venues, mural walls, and locally owned retail shops within the metroplex.

Dallas-Fort Worth have a wide ray of selections when it comes to hotels and other accommodations best suited for any price range for those attending the FIFA World Cup events.

As the President and CEO of the Fort Worth Hispanic Chamber of Commerce, we made Fort Worth our home yet do business across the metroplex and well into Dallas because it's an area and region that promotes inclusivity, diversity, affordable housing, a safe and comfortable environment, equal access to opportunity and incredible community support for small minority owned business to corporate companies.

In addition to all that our Hispanic Chamber encompasses to support our local business community, we work closely with local, regional, and state agencies to ensure the business success of those around us. By bringing the FIFA World Cup to the DFW-Metroplex in 2026, this only furthers our initiative – small businesses are the backbone of our community – the tourism from FIFA guests would help invest in our surrounding communities and the families they serve.

The Fort Worth Hispanic Chamber of Commerce's employees, ambassadors, members, and Board of Directors and the entire Fort Worth, Tarrant County, and surrounding areas within the DFW-Metroplex look forward to welcoming FIFA World Cup participants and guests in 2026.

Thank you for this opportunity and we hope to see you soon,

Sincerely,

Anette Landeros  
President & CEO



# Fort Worth Building Trades Council

4025 Rufe Snow Drive – Fort Worth, Texas 76180

PHONE: (817) 284 -1191 FAX: (817) 284-1193

Price Warwick III  
Treasurer

Mack Bennett  
President

Robert Teran  
Recording Secretary

Dear Bid Committee Chair,

We are writing to you, on behalf of our 17 affiliated unions with over 9,000 members, about the exciting possibility that DFW will be chosen as a host city for 2026 FIFA World Cup games. We want to work closely with your committee to ensure that working people in the DFW area benefit from the opportunities that the hosting World Cup games could create, and to mitigate risks from the hosting World Cup for workers and residents.

Toward that end, we have included in this letter and in an attachment some thoughts on the challenges and risks associated with hosting the World Cup and our proposals on how to address those. We ask that you incorporate our proposals into the human rights strategy you are due to give to FIFA by the end of June. We want to meet with you very soon, along with some of our affiliated unions and other allies, to discuss these ideas. Beyond that, we want to collaborate with you on an ongoing basis to turn these proposals into specific, enforceable agreements and policies.

We believe that, if planned and implemented properly, DFW hosting World Cup games presents our city and its residents with the opportunity to:

- Generate both immediate and long-lasting economic gains for working people.
- Create real economic benefits for “high road” employers and contractors.
- Foster an environment of cooperation and labor peace in our city
- Provide a great experience with quality service for visiting guests.
- Present a positive model for the cooperative, broadly supported, constructive execution of a mega-sporting event, with benefits shared broadly throughout the community.

Those opportunities can only be realized if you put in place a good process for addressing workers’ issues and agree to particular policies and practices. Specifically, we think your bid committee and the city should agree to do the following:

1. Include our proposals into the human rights strategy in the city’s bid.
2. Appoint our recommended labor representatives to relevant subcommittees planning for the World Cup, such as those working on Fan Fest, stadiums and venues, accommodations, community/civic engagement, and transportation.
3. Negotiate with unions and our community allies specific binding agreements, such as labor peace agreements and/or community benefits agreements, covering FIFA Fan Fest and other operations connected to the event.
4. Use unionized facilities for events, lodging, and training whenever possible, and work with us where there’s not a union option.
5. Speak out in support of labor rights, including for non-union workers in facilities and on contracts tied to the World Cup.
6. Put in place responsible contractor policies, and then use responsible contractors for services, goods, and construction connected to the event.



7. Negotiate strong local training and hiring plans, especially for people from targeted disadvantaged communities.
8. Commit to processes to support collective bargaining and resolve labor disputes in a manner which fosters labor peace.
9. Require payment of living wages, and strong health and safety standards.
10. Source event-related apparel and merchandise in a responsible manner.
11. Agree not to partner with low road employers or with contingent economy players like ride-share companies and home lodging hosting platforms.
12. Agree to a strong local process to define, monitor, and remedy violations of labor rights and human rights connected to the games.

Thank you for your attention to our concerns. We look forward to working closely with you in the coming years to make the 2026 FIFA World Cup games a great event for our city.

Sincerely,



Mack Bennett

President Fort Worth Building Trades





GOVERNOR GREG ABBOTT  
**ECONOMIC DEVELOPMENT & TOURISM**

May 26, 2021

Mr. Colin Smith  
Chief Competitions and Events Officer  
Fédération Internatioanle de Football Association  
FIFA-Strasse 20  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of Texas Governor Greg Abbott's Economic Development and Tourism Office, I am proud to submit this letter of support for the City of Dallas as a host city for the FIFA World Cup in 2026.

As a premier American city with a melting pot of cultures, Dallas offers international visitors a world-class travel experience from professional sports teams and venues, outstanding local and Michelin star restaurants, culturally-rich music and theatre, excellent museums and historical sites, and unparalleled shopping as well as reliable transportation infrastructure, including two airports, rail, buses, and ride sharing. The city also boasts a wide selection of hotels and accommodations suitable to all those attending FIFA World Cup events.

Texas is no stranger to hosting large-scale events and the millions of wonderful visitors that come with the excitement. As a travel destination, millions of people travel to and within Texas each year. In 2019, visitors booked 53.9 million non-resident overnight trips and 10.1 million international trips to Texas. Travel and tourism are critical components of the Texas economy, and travel spending in 2019 resulted in a \$169.8 billion economic impact to the Texas economy and created 1.3 million jobs. The state of Texas has also played host to large-scale events and prepared for the challenges that accompany them with premier events such as the NFL's Super Bowl, the MLB's playoffs and World Series, the NHL's Stanley Cup Finals, NCAA tournaments, PBR's World Finals, and the numerous professional and collegiate sports that host countless spectators each year.

The Texas Economic Development and Tourism Office administers the Texas Major Events Reimbursement Program. The program requires participating entities to submit a Human Trafficking Prevention Plan to the Texas Office of the Attorney General and to the Texas Division of Emergency Management prior to the event to be eligible for program benefits.

The safety of Texans and of visitors is Governor Abbott's top priority. Among the many state agencies and programs that ensure Texas is a safe place to live, work, and visit, the Governor's Public Safety Office administers more than \$375 million in federal and state grant funding to promote strategies that improve public safety, support victims of crime, prevent terrorism, and prepare communities for all manner of

POST OFFICE BOX 12428 AUSTIN, TEXAS 78711 ★ 512-936-0100 ★ GOV.TEXAS.GOV





GOVERNOR GREG ABBOTT  
**ECONOMIC DEVELOPMENT & TOURISM**

threats and hazards. The office consists of teams focusing on terrorism preparedness, victims' services, criminal justice, sexual assault and child sex trafficking prevention, and crime stoppers programs.

The Texas Economic Development and Tourism Office looks forward to joining the City of Dallas in welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity. Please do not hesitate to reach out should you require further information.

Sincerely,

A handwritten signature in blue ink, appearing to read "Adriana Cruz".

Adriana Cruz  
Executive Director  
Economic Development and Tourism

POST OFFICE BOX 12428 AUSTIN, TEXAS 78711 ★ 512-936-0100 ★ GOV.TEXAS.GOV





May 27, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of the Greater Dallas Hispanic Chamber of Commerce (GDHCC).

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

Dallas' accessibility and diversity also attracts those who would take undue advantage of vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty.

As the President/CEO of GDHCC, I want to assure FIFA that we work diligently every day to protect the vulnerable who either live in, travel to, or pass through Dallas. In particular, we provide programs for underserved communities in the Greater Dallas area.

The safety, comfort, and security of these vulnerable populations is our highest priority. In addition to the programs mentioned above, we work closely with local, regional, and state law enforcement to ensure that those traveling to and within Dallas arrive safely and remain safe and comfortable throughout their stay.

GDHCC's employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Ortiz".

Rick Ortiz  
President/CEO

**Greater Dallas Hispanic Chamber of Commerce**  
1402 N. Corinth, Suite 225, Dallas, Texas 75215 Phone 214.521.6007  
[www.gdhcc.com](http://www.gdhcc.com)





Honorary Consul of the  
Federal Republic of Germany  
Dallas

June 8, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

As the Honorary Consul of the Federal Republic of Germany in Dallas, I am proud to submit this letter of support for Dallas as a host city for the FIFA World Cup in 2026.

Dallas is the fourth largest metropolitan area in the US with more than 7.5M residents and a richly diverse American city with a melting pot of cultures. 27% of population is of Latin-American origin and traditionally very interested in soccer events. The city boasts an incredible transportation system - two airports, rail, bus, ride sharing, and an incredible network of roads - all of which allows visitors to easily reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Visitors coming to this North Texas location are impressed by the broad choice of restaurants and food. Dallas also boasts a wide selection of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

I chose to make Dallas home for my family as it is a very diverse yet inclusive city that proactively takes steps to protect its citizens' rights to a living wage, affordable housing, a safe and comfortable environment, and equal access to justice and opportunity.

Through my role as Honorary Consul, I am similarly committed to these ideals. My consular duties serve people from different walks of life with the ultimate goal of improving international relations by means of diplomatic and consular representation.

Dallas is proud of the human rights policies and programs we have in place to protect our citizens' rights in the workplace, in their homes, in our public venues, and while exercising the freedoms we hold so dear.

We work closely with dozens of like-minded organizations, whose focus is ensuring the opportunity, safety, comfort, and security of vulnerable populations locally in Dallas. Our organization works collaboratively with all sectors of Dallas, higher education providers, philanthropies, and businesses to improve our community.





I, alongside my employees and the entire Dallas community, look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms. I can assure you that the Dallas German community would fully support the FIFA World Cup as host city in 2026!

Thank you for this opportunity.



Andreas Bremer  
Honorary Consul of the Federal Republic of Germany Dallas

June 9, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20, P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of the Hotel Association of North Texas (HANTX), I am proud to submit this letter of support for the Dallas region to host the FIFA World Cup in 2026.

The North Texas region is among the top 10 most culturally diverse areas in the US. Our hotel community employs thousands of associates from various walks of life and from around the world, we embrace that cultural richness. This area offers visitors a wide variety of hotels and accommodations that will suit any price range for those attending FIFA World Cup events.

In addition, to our diversity in hotel accommodations, our region boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads -- all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping.

As Executive Director of HANTX, one of the areas where we have been focused is regarding human trafficking. Our organization has partnered with Businesses Ending Slavery and Trafficking (BEST) to provide a complimentary and comprehensive training to help hotels and their staff recognize trafficking and report it. Armed with this training, employees can not only make a difference in their workplace but also in their community to help those impacted by trafficking.

The Hotel Association of North Texas, our thousands of hospitality workers look forward to welcoming the FIFA World Cup participants and visitors in 2026 with open hearts and arms.

Thank you for this opportunity.

Sincerely,



# International Brotherhood of Electrical Workers

684 W. Tarrant Road  
Grand Prairie, TX 75050-3544



Phone (972) 263-1122  
Fax (972) 263-1112

## LOCAL UNION NUMBER 20 DALLAS • FORT WORTH

Dear Bid Committee Chair,



I am writing to you, on behalf of IBEW Local Union 20 with 2661 members, about the exciting possibility that DFW will be chosen as a host city for 2026 FIFA World Cup games. We want to work closely with your committee to ensure that working people in the DFW area benefit from the opportunities that the hosting World Cup games could create, and to mitigate risks from the hosting World Cup for workers and residents.

Toward that end, we have included in this letter and in an attachment some thoughts on the challenges and risks associated with hosting the World Cup and our proposals on how to address those. We ask that you incorporate our proposals into the human rights strategy you are due to give to FIFA by the end of June. We want to meet with you very soon, along with some of our affiliated unions and other allies, to discuss these ideas. Beyond that, we want to collaborate with you on an ongoing basis to turn these proposals into specific, enforceable agreements and policies.

We believe that, if planned and implemented properly, DFW hosting World Cup games presents our city and its residents with the opportunity to:

- Generate both immediate and long-lasting economic gains for working people
- Create real economic benefits for “high road” employers and contractors
- Foster an environment of cooperation and labor peace in our city
- Provide a great experience with quality service for visiting guests
- Present a positive model for the cooperative, broadly supported, constructive execution of a mega-sporting event, with benefits shared broadly throughout the community

Those opportunities can only be realized if you put in place a good process for addressing workers’ issues and agree to particular policies and practices. Specifically, we think your bid committee and the city should agree to do the following:

1. Include our proposals into the human rights strategy in the city’s bid.
2. Appoint our recommended labor representatives to relevant subcommittees planning for the World Cup, such as those working on Fan Fest, stadiums and venues, accommodations, community/civic engagement, and transportation.
3. Negotiate with unions and our community allies specific binding agreements, such as labor peace agreements and/or community benefits agreements, covering FIFA Fan Fest and other operations connected to the event.
4. Use unionized facilities for events, lodging, and training whenever possible, and work with us where there’s not a union option.
5. Speak out in support of labor rights, including for non-union workers in facilities and on contracts tied to the World Cup.
6. Put in place responsible contractor policies, and then use responsible contractors for services, goods, and construction connected to the event.
7. Negotiate strong local training and hiring plans, especially for people from targeted disadvantaged communities.
8. Commit to processes to support collective bargaining and resolve labor disputes in a manner which fosters labor peace.
9. Require payment of living wages, and strong health and safety standards.
10. Source event-related apparel and merchandise in a responsible manner.
11. Agree not to partner with low road employers or with contingent economy players like ride-share companies and home lodging hosting platforms.
12. Agree to a strong local process to define, monitor, and remedy violations of labor rights and human rights connected to the games.

Thank you for your attention to our concerns. We look forward to working closely with you in the coming years to make the 2026 FIFA World Cup games a great event for our city.

Sincerely,

Price Warwick III, President





May 19, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20, P.O. Box 8044  
Zurich, Switzerland

# KultureCity

Awareness. Acceptance. Inclusion.

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of KultureCity.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads -- all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

Dallas' accessibility and diversity also attracts those who would take undue advantage of vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty.

As the Executive Director of KultureCity and chair of The World Games 2022 Disability Inclusion and Access Committee, I want to assure FIFA that we work diligently every day to protect the vulnerable who either live in, travel to, or pass-through Dallas. In particular, we provide support and education in the Human Rights realm. Globally, 1 in 5 individuals have a sensory need; sensory sensitivities or challenges with sensory regulation are often experienced by individuals with autism, dementia, PTSD, and other similar conditions. One of the major barriers for these individuals is sensitivity to over stimulation and noise, which is an enormous part of the environment. Through our certification process, we train staff and volunteers at national and global events to be sensory inclusive so fans of all abilities can enjoy. The training is currently available in English, Spanish, and French and can be translated to other necessary languages.

The safety, comfort, and security of these vulnerable populations is our highest priority. We have expanded our venue certification and have begun training first responders in various cities. The city of Fort Worth is currently obtaining the first responder certification, and this will only ensure that any emergencies, especially those involving individuals with sensory needs, will be addressed appropriately. In addition to the programs mentioned above, we work closely with local, regional, and state law enforcement to ensure that those traveling to and within Dallas arrive safely and remain safe and comfortable throughout their stay.

KultureCity and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Uma Srivastava, Executive Director, KultureCity





June 20, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of LeagueApps, I am honored to submit this letter of support for Dallas as a host city for the FIFA World Cup in 2026.

LeagueApps is the operating system and community for youth and local sports leaders— providing them with the technology and professional development they need to succeed. Our platform powers thousands of clubs, tournaments, leagues, camps, and facilities, reaching more than 10 million participants across the country and serving as the youth sports partner of the MLB, NBA and NHL and more than 70 professional teams.

LeagueApps has been designated the fastest growing sports technology company in North America, appearing on Deloitte's Fast 500™ for the past two years. We were recently recognized by Hashtag Sports for our leadership during the COVID-19 pandemic, and have been recognized by the Aspen Institute as a Project Play Champion for our FundPlay initiative that commits to support access to sport for 500,000 kids in underserved communities by 2023.

We would be honored to support FIFA and all of its partners in Dallas through the engagement, empowerment and mobilization of grassroots organizations as well as providing technological infrastructure to support grassroots programming in furtherance of the city's commitment to human rights and anti-discrimination.

LeagueApps proposes to support FIFA in Dallas by building and managing a community of leading youth sports organizations through events and digital tools that can amplify Dallas' initiatives to advance human rights through the games. Our core belief is in the power of grassroots youth sports organizations, and the leaders that run them, as a central force in driving change in local communities. These organizations reach hundreds of thousands of local participants and their families. LeagueApps has developed unique capabilities to design and execute virtual and in-person events that can engage these youth sports leaders, including our award-winning NextUp platform and our collaboration with programming with

professional leagues such as our recent Soccer Summit with MLS and Soccer.com, the Jr. NBA Youth Basketball Conference, and MLB's RBI Institute.

We specifically would design a series of Soccer Summits, connected by leadership roundtables, that would engage leaders of these organizations and provide a mechanism to activate initiatives like Football for Hope and grassroots events and programs, while also building capacity of these organizations to more effectively develop leaders and inclusive communities. We would also complement these events with digital community building via collaboration tools to create an ongoing mechanism for engagement.

Further, LeagueApps proposes to provide its operating system for tournament-related grassroots programming such as tournaments and clinics, maximizing participation, unlocking scale and enabling data collection to support further fan and player engagement. We would also support FundPlay grants for qualified youth soccer sports-based development programs to ensure a lasting digital legacy and capacity building.

As a Dallas native, I vividly remember one of my earliest sports memories was watching the Nigerian World Cup team practice at my school after classes had ended. It opened my eyes to the global power of the game which has inspired my career. Years later, Dallas has only become more diverse, and the tournament is an opportunity to deepen community and promote inclusion.

LeagueApps looks forward to partnering with FIFA and the entire Dallas community to realize this potential.

Yours in sport,



Jeremy Goldberg  
President, LeagueApps



Peter S. Brodsky  
Chairman of the Board & Interim CEO

June 23, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

It is with great pleasure that I submit this letter of support for Dallas as a host city for the FIFA World Cup in 2026 on behalf of Metro Dallas Homeless Alliance (MDHA). MDHA is the lead agency for Dallas and Collin Counties' Continuum of Care for homeless services. Like many cities in the U.S., Dallas is suffering from a crisis of homelessness and MDHA's role is to organize and coordinate the 80+ agencies (public and private) in our community that provide needed services to people experiencing homelessness. The true measure of any community is how it treats the people most in need of help and support, and I am proud to say that Dallas is deeply committed to serving and helping people experiencing homelessness to find housing and to lead lives of dignity.

Just today, the City of Dallas announced a partnership with Dallas County, the Dallas Housing Authority and MDHA in which we will collectively invest \$70 million to house over 2,600 individuals and families experiencing homelessness over the next two years. This unprecedented collaboration is testimony to the can-do and compassionate spirit of Dallas, Texas.

Those same qualities will make Dallas a perfect host city for the 2026 FIFA World Cup. Dallas will welcome all participants and fans in the way only Dallas can – warmly, enthusiastically, and generously. We look forward to providing everyone involved with the 2026 FIFA World Cup with a world-class experience: facilities, entertainment, dining, lodging and most of all the generosity of the people of Dallas.

Thank you for this opportunity.

Peter Brodsky  
Chairman of the Board and Interim CEO

2816 Swiss Avenue, Dallas, Texas 75204 972-638-5600 mdhainfo@mdhadallas.org



21 June 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of New Friends New Life (NFNL).

Located in Texas, Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an intricate transportation system, fantastic sports venues, outstanding restaurants, and hotel accommodations, and is home to several major global corporate headquarters - all of which makes Dallas a fantastic choice for those attending FIFA World Cup events. At the same time, Dallas' accessibility and diversity also attracts those who would take undue advantage of vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty.

The safety, comfort, and security of these vulnerable populations is our highest priority. As the Liaison of the Men's Advocacy Group (MAG) at New Friends New Life, I want to assure FIFA that we work diligently every day to protect the vulnerable who either live in, travel to, or pass-through Dallas. We focus on assisting and empowering teen girls, women, and their children who have been victims of commercial sexual exploitation and human trafficking, or those who are at risk of such. In 2020 alone, 330 women and teen girls accessed counseling, case management, educational resources, and career support through the agency's trauma-informed programs.

NFNL also maintains strong local and national partnerships with corporations and government entities, providing training to employees, frontline workers, and other industries on how to identify and interrupt the trafficking industry. In addition, we work closely with local, regional, and state law enforcement to ensure that those traveling to and within Dallas arrive safely and remain safe and comfortable throughout their stay. We regularly engage with Dallas city officials such as the mayor's office, police department, sheriff's office, and district attorney to ensure that the fight against human trafficking remains a high priority. Our motto, "Not Our Children, Not Our City," is a rally cry that we know FIFA would support.

All of us at New Friends New Life and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026, celebrating all that unites us. Please feel free to contact me with any questions at [mosborne@newfriendsnewlife.org](mailto:mosborne@newfriendsnewlife.org).

**Matt Osborne**  
Men's Advocacy Group Liaison

**BIANCA JACKSON**  
CHIEF EXECUTIVE OFFICER

**JESSICA BRAZEAL, MA, LPC-S**  
CHIEF PROGRAMS OFFICER

**MATT OSBORNE**  
MEN'S ADVOCACY GROUP  
LIAISON

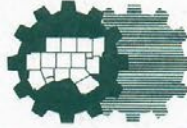
**MEN'S ADVOCACY GROUP  
BOARD**

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JERRY SANDERS

**HONORARY BOARD  
MEMBERS**

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BOBBY LYLE  
PETE SCHENKEL  
JOHN SCOVELL  
R. GERALD TURNER





North Central Texas Council Of Governments

June 17, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am committing our support for Dallas and our region to host the greatest sporting event in the world, the FIFA World Cup. Our commitment for 2026 is on behalf of the transportation elements provided by the North Central Texas Council of Governments.

This event can knit together the sport and non-sport worlds. It can create a near-term deadline to do more of the things we are already doing. It gives us a reason to do them better. Special events provide solutions that aid in daily travel and enhance daily life. Our transportation system is second to none and is ready to shine.

Our agency exemplifies the values demanded by FIFA. We wish to show case these values on a world stage. As Transportation Director, our transportation system exemplifies the system demanded by FIFA. We also wish to show case these transportation systems on a world stage.

As staff to the Regional Transportation Council, we wish to partner with the Fédération on advancing both the experience of the games as well as the permanent social rights that the World Cup demands. We documented transportation commitments to you previously but summarize them here:

- Financial assistance to the transit agencies to provide free transit passes for game days and for events at Fair Park
- Financial assistance to TxDOT to provide free toll access on IH 30 on game days to AT&T Stadium
- Provide needed portable dynamic message signs for all events
- Provide electric transit vehicles for the FIFA Family
- No cost toll travel on IH 30 express lanes on game days
- A regional limousine permit
- Stand-up a local transportation committee for coordination purposes

616 Six Flags Drive, Centerpoint Two  
P. O. Box 5888, Arlington, Texas 76005-5888  
(817) 640-3300 FAX: 817-640-7806 ♻️ recycled paper  
[www.nctcog.org](http://www.nctcog.org)



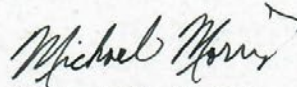
Mr. Smith  
Page Two

July 17, 2021

The North Central Texas Council of Governments welcomes you to the Dallas-Fort Worth Region.

Thank you for your time in previous meetings and thank you for this opportunity today.

Sincerely,



Michael Morris, P.E.  
Director of Transportation

MM:aa

cc: Monica Paul, Executive Director, Dallas Sports Commission

June 7, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of the North Texas Commission.

Dallas is a stellar city in the large North Texas region. Dallas has much to offer international visitors, from its incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – to its fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The North Texas Commission fully supports Dallas in its bid for FIFA World Cup and is committed to ensuring that *all* visitors traveling to Texas and within Dallas arrive safely, are welcomed and protected, and remain safe and comfortable throughout their stay. The North Texas Commission works with our city and county leaders to ensure public safety for those who visit our region. We support non-discrimination policies throughout our region with our local government, education institutions, and corporations. In addition to our federal, state, and local advocacy efforts, we convene stakeholders and share best practices on how to improve inclusion of diverse workers, welcome immigrants to our state, and embrace the multiple cultures we have in our region.

We work closely with over 100 chambers of commerce to ensure that diverse business owners build connections and welcome international visitors to their businesses. We also provide opportunities for nonprofit organizations to share information on how they ensure the safety, comfort, and security of vulnerable populations that live, work, or travel in Dallas.

The North Texas Commission’s employees look forward to supporting Dallas in welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Chris Wallace  
President and CEO



June 1, 2021

Federation Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20  
P.O. Box 8044  
Zurich, Switzerland

Re: FIFA World Cup 2026

Dear Mr. Smith:

On behalf of the Board of Directors and membership of the North Texas Lesbian Gay Bisexual Transgender (LGBT) Chamber of Commerce, we are writing to encourage your selection of our hometown, Dallas, to host FIFA World Cup 2026!

We are thrilled at the possibility of the World Cup coming to the North Texas Region. We know the athletes, coaches and staff, media, spectators, and visitors will feel both welcomed and safe in our community. The Chamber consistently works with the City of Dallas and numerous surrounding cities as well as corporations like American Airlines and Hilton, to assist them with developing policies and culture that is inclusive and affirming of lesbian, gay, bisexual, transgender, and queer people, their families, and allies.

We are proud of the diversity that exists in North Texas and the Chamber. Within our membership, we count nearly half of the 100+ LGBT certified business enterprises in Texas. Along with minority, woman, veteran, and disabled business owners, the North Texas LGBT Chamber of Commerce is providing equitable access to economic opportunities for all.

No other region can offer you everything North Texas and Dallas can. We look forward to welcoming FIFA, the teams and their fans from all over the world to North Texas in 2026!

Best regards,



Gerardo Sanchez  
Board Chair  
(214) 206-7068  
[boardchair@lgbtchamber.com](mailto:boardchair@lgbtchamber.com)



Tony Vedda, CCE, IOM  
President & CEO  
(214) 865-6516  
[tony.vedda@lgbtchamber.com](mailto:tony.vedda@lgbtchamber.com)

cc: Monica Paul, Dallas Sports Commission



June 3, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith,

On behalf of Parkland Health & Hospital System, I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026. As our community's public health system, Parkland is the foundation for a healthy Dallas. Parkland first opened its doors in 1894 and is now one of the largest public hospital systems in the country. The health system averages more than 1 million patient visits annually. Services include a Level I Trauma Center, the second largest civilian burn center in the U.S. and a Level III Neonatal Intensive Care Unit. The system also includes 20 community-based clinics, including primary care and women's clinics, 12 school-based clinics and numerous outreach and education programs. Parkland is the primary teaching hospital for the University of Texas Southwestern Medical Center.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

The safety, health, comfort and security of Dallas' visitors and citizens – particularly of our most vulnerable populations, such as children, the disadvantaged and uninsured, the disabled, refugees, and those who suffer from poverty – is our highest priority at Parkland. Parkland fully supports this bid for FIFA World Cup, and is committed to ensuring that those traveling to and within Dallas arrive safely, remain safe, healthy and comfortable throughout their stay, and have access to our public services while visiting our great city.

Dallas is proud of the human rights policies and programs we have in place to protect the rights and freedoms of our citizens in the workplace, in their homes, in our public venues, and while participating in and while exercising the freedoms we hold so dear.

Parkland Health & Hospital System  
5200 Harry Hines Blvd. | Dallas, TX 75235  
214.590.8000 | fax 214.590.8096  
[www.parklandhospital.com](http://www.parklandhospital.com)

In addition to the programs mentioned above, we work closely with dozens of like-minded organizations, whose focus is ensuring the safety, comfort, and security of vulnerable populations in Dallas, including the Dallas-Fort Worth Hospital Council, Dallas County Health & Human Services, Dallas Independent School District, North Texas Behavioral Health Authority, MetroCare, Community Council of Greater Dallas, AVANCE Dallas, El Concilio, LULAC, NAACP, The Stewpot, Dallas Housing Authority, Los Barrios Unidos, Jubilee Park and Community Center, Regional Hispanic Contractors Association, Family Gateway, North Texas Food Bank, Mommies In Need and many more.

Parkland's employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Regards,



Fred Cerise, MD, MPH  
President and Chief Executive Officer

Parkland Health & Hospital System  
5200 Harry Hines Blvd. | Dallas, TX 75235  
214.590.8000 | fax 214.590.8096  
[www.parklandhospital.com](http://www.parklandhospital.com)

June 4, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am writing to encourage your selection of Dallas to host FIFA World Cup 2026.

I have lived in Dallas since the '80s and have seen this city come alive with excitement to support our professional athletes and teams. Between the Dallas Cowboys, Dallas Stars, Dallas Mavericks, Dallas Wings, Texas Rangers and FC Dallas, sport has made a massive impact on our city and its culture, helping connect and unite people from all across the world.

Resource Center has worked with many of the professional teams in Dallas to ensure that they are inclusive, welcoming, and diverse. Many have adapted their non-discrimination policies to include everyone.

A thread of diversity and inclusion run through the heart of Dallas. All fans, media, coaches, athletes, and visitors will feel comfortable within the city. There are various organizations, including Resource Center, throughout Dallas who work hard to make sure visitors feel welcomed, valued and can be themselves here.

Dallas is also highly accessible. We offer various modes of accessible transportation and lodging for people from all walks of life and socioeconomic backgrounds. Because of the rich diversity in the city, no matter where you come from, you can find a small piece of home in Dallas.

As CEO of Resource Center, one of the largest LGBTQ+ Community Centers in the Country, I am proud to live and work in this great city. I am looking forward to welcoming FIFA, the teams, and fans to Dallas in 2026.

Best regards,



Cece Cox  
CEO, Resource Center



The Transportation Policy Body for the North Central Texas Council of Governments  
(Metropolitan Planning Organization for the Dallas-Fort Worth Region)

June 17, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of the Regional Transportation Council (RTC), which serves as the Metropolitan Planning Organization (MPO) for the Dallas-Fort Worth (DFW) area, I am pleased to support Dallas as a host city for the FIFA World Cup in 2026. North Texas has an advanced multimodal transportation system, including airports, mass transit, ridesharing, and highway system, to help visitors reach world-class sporting venues, restaurants, and shopping districts. Our transportation system makes these destinations readily accessible from the area's numerous hotels and other accommodations.

The safety, comfort and security of Dallas' visitors and residents, especially vulnerable populations, such as children, people with disabilities, and low-income people, is our highest priority. The Regional Transportation Council fully supports this bid for the 2026 FIFA World Cup and is committed to working with other organizations to help provide efficient, accessible transportation to ensure the safety and comfort of those traveling to and within Dallas. The Regional Transportation Council looks forward with the entire Dallas community to welcoming FIFA World Cup participants and visitors in 2026.

Thank you for your time and consideration. If you have questions, please feel free to contact Michael Morris, P.E., Director of Transportation for NCTCOG at (817) 695-9241 or [mmorris@nctcog.org](mailto:mmorris@nctcog.org).

Sincerely,

A handwritten signature in black ink that reads "Theresa Daniel". The signature is written in a cursive, flowing style.

Theresa Daniel, Chair  
Regional Transportation Council  
Commissioner, Dallas County







**Royal Consulate of the Kingdom of Cambodia in Texas**

Nation Religion King

Date: June 11, 2021  
RE: 100% supports  
Federation International de Football Association  
C/o: Mr. Colin Smith  
FIF A – Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am delighted to inform you . The Office of Royal Consulate of the Kingdom of Cambodia in Texas, so honored to support you and greetings 2026 F I F A World Cup into City of Dallas, Texas.

Your selection location for city of Dallas is a great city of Multi-Cultural community as well as economic prosperity and wealth.

On behalf of The Royal Consulate of the Kingdom of Cambodia in Texas, I would like to express of our sincerest gratitude to you and all members of Federation International de Football Association welcome to Dallas Texas.

The Cambodian Community in Dallas metropolis appreciated and hope you and all members will share memorable experiences for everyone involved in sharing our culture and its country.

Warmest Regards,

Pa Nous Pan, Honorary Consul General in Texas  
2521 Pear tree Lane  
Garland, TX 75042  
Email:pan\_southeastasia@yahoo.com/ (469)237-9747

May 28, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of RISE (Ross Initiative in Sports for Equality), I am honored to submit this letter of support for Dallas as a host city for the FIFA World Cup in 2026.

RISE is a national nonprofit that educates and empowers the sports community to eliminate racial discrimination, champion social justice and improve race relations. RISE uses sports as a vehicle to lead conversations about racism, diversity and social justice, and creates safe spaces for experiential learning to promote understanding and dialogue. RISE has a strong track record of partnering with teams and athletes at all levels, with recent partnerships with the US Soccer Federation, Major League Soccer, and the National Women's Soccer League. We would be honored to support FIFA and all of its partners in Dallas by building programming and engagement opportunities to strengthen and reinforce the city's firm commitment to human rights and anti-discrimination.

RISE proposes to support FIFA in Dallas through anti-discrimination educational opportunities to be offered to players, staff and FIFA partners. RISE has developed an experiential, skill-building curriculum that creates opportunities for important conversations focused on concepts like anti-racism, allyship and inclusive leadership. These learning opportunities are offered through live, virtual and digital platforms, and could be made available to all participating teams, as well as leadership and staff at AT&T Stadium, team base camps, training venues and the International Broadcast Center at Fair Park.

In addition, RISE proposes to engage the tournament's fans through the activation of [Champions of Change](#) at the FIFA Fan Fest in Dallas. Champions of Change is an interactive exhibit that takes fans on a multi-sensory journey designed to educate and inspire action. The display's interactive timeline highlights the intersection of sport and social justice movements, conveys the personal stories of athlete experiences with racism, and offers fans the opportunity to make their own commitment to racial equity and social justice. The activation would be customized to feature the diverse voices and stories of FIFA World Cup athletes and leaders from across the world's game.

The Dallas metropolitan area is rapidly growing and features a diverse cultural and racial mix. The city has strong human rights policies and programs that protect the rights and freedoms of

**World Changers  
Shaped Here**



**SMU**

June 7, 2021

To Whom It May Concern:

With the prospect of becoming a host city for FIFA 2026, Dallas is uniquely positioned to increase local, state, national, and international participation in many aspects of human rights while strengthening the local and state economy. A strong and dynamic foundation of human rights has been established in Dallas and, in partnership with FIFA, will create new avenues of world-changing engagement as it increases U.S. exposure to and interest soccer.

Dallas is home to thousands of nonprofit organizations championing human rights issues, such as fair housing, the rights of workers and LGBTQI+ individuals, immigration and seeking asylum, disability awareness and access, human trafficking, child abuse, violence against women, genocide, hate, gender equality, and environmental rights. Accompanying and supporting these organizations are a host of individuals, groups, companies, and government entities. Work groups, neighborhood meetings, and task forces are set up on a regular basis to discuss new and recurring issues and to plan next steps. The Dallas Holocaust and Human Rights Museum provides a venue for international conferences and trainings on human rights issues. The Human Rights Program at Southern Methodist University is one of the few programs of its kind in the United States and has plans to begin the first doctoral program in human rights.

Major human rights impacts require exposure and economic stability. In combination with the coverage of FIFA 2026, a light will shine on human rights in Dallas through a great variety of events, such as human right symposiums and the signing of the U.N. Declaration of Human Rights, and the commitment and activities centered around specific human rights issues. The long-established FC Dallas, and the numerous university, college, and high school soccer teams and facilities show Dallas-Fort Worth's commitment to soccer. This is due in part to Dallas-Fort Worth being one of the fastest growing metropolitan areas in the United States, which houses the headquarters of many international companies and an international airport.

As an economist and human rights researcher, I recommend that Dallas be considered as one of the FIFA 2026 host cities. The partnership between FIFA and Dallas will provide great benefits to both partners and to the issues of human rights around the world. Thank you for your time and consideration!

Peace,

*Elizabeth M. Wheaton*

Elizabeth M. Wheaton, Ph.D.

SMU Economics Department Senior Lecturer, P.O. Box 750496, Dallas, Texas 75275

Author: *The Economics of Human Rights*. (2019). Oxford: Routledge. ([www.routledge.com/The-Economics-of-Human-Rights/Wheaton/p/book/9781138500167](http://www.routledge.com/The-Economics-of-Human-Rights/Wheaton/p/book/9781138500167))





# TARRANT COUNTY CENTRAL LABOR COUNCIL AFL-CIO

4025 Rufe Snow Dr.,  
N. Richland Hills, TX 76180

(817) 284 - 1461  
Info@tcclc.org

Dear Bid Committee Chair,

We are writing to you, on behalf of our 43 affiliated unions with 34,000 members, about the exciting possibility that DFW will be chosen as a host city for 2026 FIFA World Cup games. We want to work closely with your committee to ensure that working people in the DFW area benefit from the opportunities that hosting World Cup games could create, and to mitigate risks from the hosting World Cup for workers and residents.

Toward that end, we have included in this letter and in an attachment some thoughts on the challenges and risks associated with hosting the World Cup and our proposals on how to address those. We ask that you incorporate our proposals into the human rights strategy you are due to give to FIFA by the end of June. We want to meet with you very soon, along with some of our affiliated unions and other allies, to discuss these ideas. Beyond that, we want to collaborate with you on an ongoing basis to turn these proposals into specific, enforceable agreements and policies.

We believe that, if planned and implemented properly, DFW hosting World Cup games presents our city and its residents with the opportunity to:

- Generate both immediate and long-lasting economic gains for working people
- Create real economic benefits for “high road” employers and contractors
- Foster an environment of cooperation and labor peace in our city
- Provide a great experience with quality service for visiting guests
- Present a positive model for the cooperative, broadly supported, constructive execution of a mega-sporting event, with benefits shared broadly throughout the community

Those opportunities can only be realized if you put in place a good process for addressing workers’ issues and agree to particular policies and practices. Specifically, we think your bid committee and the city should agree to do the following:

1. Include our proposals into the human rights strategy in the city’s bid.
2. Appoint our recommended labor representatives to relevant subcommittees planning for the World Cup, such as those working on Fan Fest, stadiums and venues, accommodations, community/civic engagement, and transportation.
3. Negotiate with unions and our community allies specific binding agreements, such as labor peace agreements and/or community benefits agreements, covering FIFA Fan Fest and other operations connected to the event.
4. Use unionized facilities for events, lodging, and training whenever possible, and work with us where there’s not a union option.





5. Speak out in support of labor rights, including for non-union workers in facilities and on contracts tied to the World Cup.
6. Put in place responsible contractor policies, and then use responsible contractors for services, goods, and construction connected to the event.
7. Negotiate strong local training and hiring plans, especially for people from targeted disadvantaged communities.
8. Commit to processes to support collective bargaining and resolve labor disputes in a manner which fosters labor peace.
9. Require payment of living wages, and strong health and safety standards.
10. Source event-related apparel and merchandise in a responsible manner.
11. Agree not to partner with low road employers or with contingent economy players like ride-share companies and home lodging hosting platforms.
12. Agree to a strong local process to define, monitor, and remedy violations of labor rights and human rights connected to the games.

Thank you for your attention to our concerns. We look forward to working closely with you in the coming years to make the 2026 FIFA World Cup games a great event for our city.

Sincerely,

Brian Golden  
President Tarrant County Central Labor Council, AFL-CIO

June 4, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

On behalf of Texas 2036, I am honored to submit this letter of support for Texas' bid to host the FIFA World Cup in 2026.

Texas is a richly diverse state and a melting pot of cultures. Our major cities boast incredible transportation systems – international airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Texas also has a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

Texas has a strong history of hosting world-class events, including Super Bowls XXXVIII, XLV, and LI. The State Fair of Texas hosts an annual attendance of over 2 million people. We also have a proud tradition of athletics, as evidenced by our 13 successful professional sports teams, as well as our passionate support for amateur sports at our universities, schools, and community organizations. In fact, Texas is the home to three professional soccer teams as well as the National Soccer Hall of Fame, just north of Dallas.

Texas 2036 is a non-profit public policy organization that offers non-partisan ideas and modern solutions grounded in research and data. We track quality of life and economic opportunity indicators across the state, and, last year, in collaboration with our diverse board of directors, we developed a Strategic Framework for the state of Texas that outlines specific policy goals focused key policy areas.



469.384.2036

The safety, security, and well-being of all Texans is our highest priority. To that end, we work closely with local, regional, and state officials to ensure that Texas is the best place to live and work for everyone. Because of this, we are well positioned, willing, and able to serve as a trusted partner to FIFA in its efforts to advance human rights.



info@texas2036.org  
Texas2036.org

I, along with my colleagues at Texas 2036, look forward to welcoming FIFA World Cup competitors and fans in 2026 with open hearts and open arms.



210 W 7th Street  
Suite 1100  
Austin, TX 78701

Thank you for this opportunity.

A.J. Rodriguez  
Executive Vice President



# TEXAS ALCOHOLIC BEVERAGE COMMISSION

*Texans Helping Businesses & Protecting Communities*

P.O. Box 13127  
Austin, Texas 78711-3127  
(512) 206-3333  
[www.tabc.texas.gov](http://www.tabc.texas.gov)

June 22, 2021

Federation Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Stasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith,

On behalf of the Texas Alcoholic Beverage Commission (TABC), I am proud to submit this letter of support for Dallas as a host city for the 2026 FIFA World Cup.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system – two airports, rail, bus ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations suitable for World Cup attendees of all types.

The safety of Dallas' visitors and citizens is our priority – especially when the city is host to a major event, such as the 2011 NFL Superbowl or potentially the 2026 FIFA World Cup. To ensure public safety, TABC educates the alcohol business industry on preventing alcohol sales to minors and intoxicated person and on how to identify and report suspected human trafficking activity. When armed with this information, the alcohol industry and the public have proven to be great assets in preserving public safety.

Additionally, TABC works closely with several organizations and local, state, and federal agencies who help ensure the safety, comfort, and security of vulnerable populations in Dallas and provide victim services to those in need.

TABC looks forward to welcoming FIFA World Cup participants and visitors in 2026.

Thank you,

Bentley Nettles  
Executive Director





June 1, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

The Texas hotel and lodging industry is honored to show our support for the Dallas as a host city for the 2026 FIFA World Cup.

Dallas is a richly diverse American city and a melting pot of cultures. Dallas boasts an incredible transportation system: two airports, rail, bus, ride sharing, and an incredible network of roads, all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. And perhaps most importantly, Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

Reflecting the diversity of the North Texas region and that of our guests, the heart of the Texas hotel industry is composed of a diverse and inclusive workforce. Our members believe diversity and inclusion is fundamental to our industry's success. To that end, the Texas hotel industry is committed to fostering an inclusive workforce that is welcoming of all individuals, regardless of physical characteristics, age, gender, race, gender identity, sexual orientation, marital status, physical ability, ethnicity, citizenship, language, national origin, religion, or belief.

Additionally, you should know the Texas hotel industry is committed to ending human trafficking and slavery. We are proud to report that just last month, we supported and secured the passage of statewide legislation that will require all hotel employees to receive annual training to prevent human trafficking activity. This statewide legislation codifies the existing practices of our major hotel brands and ensures all hotel employees are equipped to recognize the signs of human trafficking activity.

We believe Dallas is an ideal location to host the World Cup. The Texas hotel industry's employees look forward to welcoming the 2026 FIFA World Cup participants and visitors and showing the world the hospitality for which Texas is famous.

Sincerely,

Justin R. Bragiel  
General Counsel







7 June 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of Texas Latino Pride.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system – two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

Dallas' accessibility and diversity also attracts those who would take undue advantage of vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty.

As the President of Texas Latino Pride, I want to assure FIFA that we work diligently every day to protect the vulnerable who either live in, travel to, or pass through Dallas. We focus on being a place of celebration for our diverse Latinx/Hispanic LGBTQIA+ culture and cultivating the partnerships we have built to provide meaningful resources to our communities.

The safety, comfort, and security of these vulnerable populations is our highest priority. In addition to our work mentioned above, we work closely with local, regional, and state law enforcement to ensure that those traveling to and within Dallas arrive safely and remain safe and comfortable throughout their stay. Through our partnerships, we've been able to use our opportunities to built better bridges with agencies and our communities.

Texas Latino Pride's board and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Truly,  
Juan Contreras  
President – Texas Latino Pride



May 18, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for the Dallas region as a host city for FIFA World Cup in 2026 on behalf of The Texas Rangers Baseball Club.

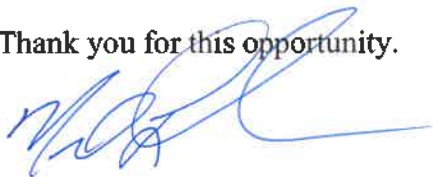
The Dallas-Fort Worth-Arlington Metroplex is a richly diverse area of American and a melting pot of cultures. Our region has an interconnected transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Our region also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

As an owner and as the President of Business Operations for The Texas Rangers Baseball Club we are proud to call this region our home because it is an area that is inclusive, that takes steps to protect the rights of its citizens to a living wage, affordable housing, a safe and comfortable environment, and equal access to justice and opportunity. Like the Metroplex, The Texas Rangers Baseball Club is committed to these ideals, as expressed in our organization's Mission Statement. With a people first approach across the business, from developing our team, to providing a best in class entertainment experience, the Texas Rangers are committed to delivering World Series championships, growing the sport of baseball, giving back to our community and creating lifelong relationships and memories with our fans, employees and partners.

We work closely with local, regional, and state agencies and lawmakers to ensure that our corporate ideals continue to be reflected in the laws and programs provided at the state, regional and local levels.

The Texas Rangers Baseball Club, our employees and our entire community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.



Neil Leibman

Owner/President/COO





**Jose A. Esparza**  
DEPUTY SECRETARY OF STATE  
State of Texas

June 23, 2021

Mr. Colin Smith  
Chief Competitions and Events Officer  
Fédération Internationale de Football Association  
FIFA-Strasse 20,  
P.O. Box 8044  
Zürich, Switzerland

Dear Mr. Smith:

On behalf of the Office of the Texas Secretary of State, I am proud to submit this letter of support for the City of Dallas as a host city for FIFA World Cup in 2026.

Everything is bigger in Texas, and as the world's 9<sup>th</sup> largest economy with a reputation to match, Texas plays a major role on the global stage. Texas is home to roughly 100 foreign consulates and trade offices, and more than 1,600 foreign corporations, helping us lead the nation in exports and serve as the top destination for foreign direct investment, global business, and trade.

The rich cultural diversity and international flair of Texas, especially that of Dallas, contributes greatly to our state's unparalleled quality of life and unmatched travel experience. From our distinctive cultural and recreational opportunities, to our world-renowned sporting venues and teams, to our wide selection of dynamic entertainment options, international travelers are sure to find welcoming experiences to fit all tastes.

Texas is constantly exploring new ways to foster international cooperation and build an even more attractive environment for foreign visitors and businesses alike. One such program is the Texas Secretary of State's "Texas Businesses Against Trafficking" partnership. By engaging with the business community and local leaders, Texas has created an inclusive and collaborative partnership with the goal of combatting human trafficking in our state, and helping to bolster the safety of those who live, work, and visit Texas.

The Office of the Texas Secretary of State looks forward to joining the City of Dallas in welcoming competitors, visitors, and fans from both home and abroad to Texas for the 2026 FIFA World Cup.

Thank you for this opportunity. Please feel free to reach out should you have any questions or require any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Esparza", with a long horizontal line extending to the right.

Joe Esparza  
Deputy Secretary of State





June 22, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of The Female Quotient.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

As CEO of The Female Quotient, we are honored to partner with organizations like Pro Sports Assembly in Dallas and take note of organizations who have actively taken steps to protect the rights of citizens to a living wage, affordable housing, a safe and comfortable environment, and equal access to justice and opportunity. The Female Quotient is a purpose-driven company dedicated to advocating and working closely with local, regional organizations committed to advancing equality.

The Female Quotient along with the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Shelley Zalis  
CEO, The Female Quotient







THE REAL ESTATE COUNCIL

June 2, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of The Real Estate Council. The Real Estate Council is a commercial real estate membership organization with over 2,000 members and 675 member companies who operate globally. Additionally, The Real Estate Council has been deeply engaged in equitable development in Dallas providing opportunities for all in the areas of housing accessibility, transportation, workforce development and economic development. We are particularly excited that one of the proposed event locations is Fair Park in Dallas. Our organization has been working for decades in this community to really enhance the opportunities and access for all residents in the community. Dallas is a richly diverse American city and a melting pot of cultures. The Fair Park community is an example of the rich diversity, history, and culture in our city.

Dallas is proud of the human rights policies and programs we have in place to protect the rights and freedoms of our citizens in the workplace, in their homes, in our public venues, and while participating in and while exercising the freedoms we hold so dear. We work closely with dozens of like-minded organizations, whose focus is ensuring the opportunity, safety, comfort, and security of vulnerable populations in Dallas. Our organization works collaboratively with all sectors of Dallas, higher education, philanthropy, and business to improve our community.

The Real Estate Council's team and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Linda McMahon  
President & CEO





UNIVERSITY OF  
**TEXAS**  
ARLINGTON

OFFICE OF THE PRESIDENT

May 17, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for the Dallas region to host the FIFA World Cup in 2026 on behalf of The University of Texas at Arlington.

The Dallas-Fort Worth-Arlington Metroplex is a richly diverse area of America and a melting pot of cultures. In fact, the University of Texas at Arlington is consistently ranked as one of the most diverse campuses in the United States. Our region has an interconnected transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Our region also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events. Additionally, there are abundant local soccer fields, including on The University of Texas at Arlington, that teams can easily access for practice.

The University of Texas at Arlington is proud of the human rights policies and programs we have in place to protect the rights and freedoms of our community in the workplace, in their homes, in our public venues, and while participating in and while exercising the freedoms we hold so dear. For example, the University has robust policies and procedures prohibiting discrimination on the basis of race, color, national origin, religion, age, sex, sexual orientation, pregnancy, disability, genetic information, and/or veteran status; a comprehensive policy championing the rights of free speech, freedom of assembly, and freedom of the press, and a robust program to prevent, investigate any allegations of, and remedy any type of sexual harassment.

The University of Texas at Arlington's employees and our entire community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

Sincerely,

Teik C. Lim, Ph.D.  
Interim President





US Youth Soccer National Office  
9220 World Cup Way  
Frisco, TX 75033

May 13, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of the United States Youth Soccer Association (USYS).

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads -- all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

As the CEO of USYS, we made Dallas our home because it is a city that is inclusive, that takes steps to protect the rights of its citizens to a living wage, affordable housing, a safe and comfortable environment, and equal access to justice and opportunity. Like Dallas, USYS is committed to these ideals, as expressed in our organization's vision, "bringing communities together through the power of soccer, making lifelong fans of the sport".

In addition to the programs mentioned above, we work with local, regional, state and national agencies and lawmakers to ensure that our corporate ideals continue to be reflected in the laws and programs provided at all levels.

Our employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Thank you for this opportunity.

  
Skip Gilbert  
CEO





WOMEN'S  
BUSINESS  
COUNCIL  
—  
SOUTHWEST

May 18, 2021

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of Women's Business Council - Southwest.

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

As the President of Women's Business Council - Southwest, a non-profit organization dedicated to ensuring that women-owned businesses have access to procurement opportunities throughout the local, state, and national economy, I am excited to embrace this opportunity to showcase our city's entrepreneurial spirit. Dallas is a city that is inclusive, and stands out among U.S. cities in the economic impact of our diverse businesses. Women's Business Council – Southwest contributes to Dallas' success by providing certification, representation, and advocacy for all women-owned business to have equal access to growth and full participation in our economy. It is through that participation that our communities come together and our city thrives.

Women's Business Council - Southwest works closely with local, regional, and state agencies and lawmakers to ensure that our corporate and non-profit ideals continue to be reflected in the laws and programs provided at the state, regional and local levels. We connect women-owned businesses to corporate and government procurement opportunities and track and report the amount of

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business that is being done. Through the civic, corporate, and small business partnership of Women’s Business Council – Southwest, equal opportunities are made possible in Dallas.

Women’s Business Council – Southwest and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms. The women-owned businesses within our organization stand ready and able to provide the goods and services that are required to make Dallas the ideal location for the 2026 FIFA World Cup.

Thank you for this opportunity.



Debbie Hurst  
President & CEO



## HUMAN RIGHTS/HUMAN TRAFFICKING GROUP SUPPORT LETTER

Date

Fédération Internationale de Football Association  
C/O: Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith:

I am proud to submit this letter of support for Dallas as a host city for FIFA World Cup in 2026 on behalf of Zimcode..

Dallas is a richly diverse American city and a melting pot of cultures. The city boasts an incredible transportation system -- two airports, rail, bus, ride sharing, and an incredible network of roads – all of which makes for easy access for visitors to reach and enjoy our fantastic sports venues, outstanding restaurants, and unparalleled shopping. Dallas also boasts a wide cross section of hotels and other accommodations that will suit any price range for those attending FIFA World Cup events.

Dallas' accessibility and diversity also attracts those who would take undue advantage of vulnerable populations, such as children, the disabled, refugees, and those who suffer from poverty.

As the Director of Business Development of Zimcode, I want to assure FIFA that we work diligently every day to protect the vulnerable who either live in, travel to, or pass through Dallas. In particular, our award winning event safety platform, [ZIMS](#), connects law enforcement and other operations teams single communication platform. By connecting these key event stake holders this allows FIFA staff to track every incident, dispatch triage and implement emergency response plans inside the Dallas operations plan.

The safety, comfort, and security of these vulnerable populations is our highest priority. In addition to the programs mentioned above, we work closely with local, regional, and state law enforcement to ensure that those traveling to and within Dallas arrive safely and remain safe and comfortable throughout their stay. The ZIMS platform saves lives, saves time and saves money. It has the capability to expand into each event attendee's experience further connecting the law enforcement and operations teams to address Human Rights Issues. Our team is available to assist in leading the incident reporting for Dallas Operations team.

Zimcode's employees and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.





3809 Grand Avenue, Dallas, TX 75210  
(214) 670-8400

Federation Internationale de Football Association  
C/O Mr. Colin Smith  
FIFA-Strasse 20,  
P.O. Box 8044  
Zurich, Switzerland

Dear Mr. Smith,

On behalf of Dallas Fair Park and Cotton Bowl Stadium, it is my pleasure to provide you this letter of support for Dallas to serve as a host city for FIFA World Cup 2026.

Fair Park, a 277-acre public park and National Historic Landmark, is home to the iconic Cotton Bowl Stadium, Texas Hall of State, the annual State Fair of Texas, two performing arts facilities, museums, and more than 750,000 square feet of exhibition space. Municipally-owned and privately-managed by Fair Park First through its partner, Spectra Venue Management, Fair Park proudly welcomes more than five million people who come to enjoy sport, entertainment, music, performance, art, and history in the landscape of a public park. It is this unique blend of accessibility and hospitality that provides an ideal location to improve the quality of life for the citizens of Dallas. That improvement starts within our own organization.

Spectra and Fair Park First are committed to maintaining a diverse and equitable workplace, and we work to achieve our diversity and performance goals set forth by the City of Dallas. We work closely with the City of Dallas Business Development and Procurement Services Department to adhere to good faith efforts in compliance with the City's BID Plan in hiring and contracting with minority/women-owned business enterprises (M/WBE) certified by the City or North Texas Regional Certification Agency. For the past two years, Spectra/Fair Park First have exceeded the City's averaged target goal of 25.75% by 32.5% and 50.5%, respectively. Additionally, Spectra as a company is committed to fostering an environment of inclusion by developing employee support programs that encourage diversity, equity and inclusion throughout the organization. At the end of our last fiscal year, Spectra had a full-time workforce of forty employees, and four part-time employees, of which 68% identified as minority or women. Finally, we are working to develop our local workforce by committing \$2 million (\$100,000 for every year of our contract) to our high school intern program. Each year, Spectra/Fair Park First hosts 20 interns – 10 from two neighboring schools which serve predominantly minority students. The students serve in every aspect of our operation from finance to Stadium Management and beyond.

Fair Park also supports local minority events, as well as non-profit organizations, by hosting, sponsoring/supporting, and curating cultural events in our immediate community, as well as the greater North Texas area. Last year, Fair Park served as the final destination for social justice awareness marches, partnered with the Dallas Innovation Alliance Mobile Learning Lab to bring Wifi to low-income areas, served as the host site for the North Texas Food Bank for food distributions distributing more than 547,000 meals, and is currently serving as a mega vaccination hub for the Dallas community. Spectra/Fair Park First also partners with In the City for Good, a local 501-C3 that builds relationships





and leverages the talents of a variety of groups in South Dallas, to feed the hungry, fight drug addiction and support early childhood education programs. Our food and beverage partner, Spectra Food Services, engages with local minority and women-owned businesses to provide unique and culturally-relevant food options for Fair Park guests. Spectra Food Services also partners with numerous 501-C3 organizations through their non-profit volunteer program, which provides opportunities to raise funds for their respective causes during major Fair Park events. In 2020, \$99,692 was raised to support these important community-based groups.

While supporting the communities of South Dallas through our business efforts, Spectra/Fair Park First have also been investing in their quality of life. We have recently completed a significant masterplan update that will culminate with a new 11-acre community park specifically designed to provide environmental justice in a portion of the Dallas community that has frequently been overlooked. The new park will be completed in 2024 and will feature state-of-art play areas, nature discovery, interactive water elements, a great lawn, pavilion and stage. The new community park will also include a place for remembrance to honor the families from the adjacent neighborhood who lost their homes to eminent domain due to park expansion in the last century. Additionally, we will convert nearly 50 acres of paved surfaces into permeable, multi-use green space, which will accompany the addition of a native black land prairie trail and more than 1300 new trees by 2040. The primary goal of this project is to reinvigorate and reimagine Fair Park for future generations through Fair Park First's four pillars:

- Activation - Re-establishing Fair Park as one of Dallas' premiere venues accessible and enjoyed by all;
- Community - Working closely with and giving back to our South Dallas neighbors will make the future of Fair Park that much brighter through job creation, construction of a new community park, creation of local youth internship programs and, and development of events and activities to enhance the Fair Park experience;
- Culture - Supporting the cultural institutions that call Fair Park Home, including the African American Museum, Dallas Summer Musicals, Texas Discovery Gardens, Texas Hall of State, and Daughters of the American Revolution, as well as future organizations that will help the arts and culture community flourish;
- History - Preserving the history of this National Historic Landmark through our processes of preservation, restoration and conservation in order to ensure the lasting legacy of Fair Park.

These pillars drive many of the activities that occur on campus. The Dallas Pride Festival is an excellent example of activation and community. Now in its third year at Fair Park, the Spectra/Fair Park First team work directly with Dallas Pride to host a multi-day, multi-event festival focused on gay pride that is family-friendly, inclusive, and culturally relevant. The festival is a true celebration of our embrace of diversity and inclusion.





3809 Grand Avenue, Dallas, TX 75210  
(214) 670-8400

Spectra/Fair Park First continue to invest in the pillars of culture and history through our support for our campus museums and performing arts facilities. Art preservation of the array of sculptures, murals and statuary on the grounds is budgeted for annually, and we work with our campus partners to showcase their special collections and exhibits. Additionally, we partner with the City of Dallas to showcase area artists by hosting the Department of Arts and Culture Showcase. This two-day event featured more than 20 performers from a variety of artistic disciplines.

Safety, security and accessibility are also important components of serving our community, and Spectra/Fair Park First have made and will continue to make significant investments in these areas. During the recent Global Pandemic, we invested more than \$1.9 million to ensure the safety of our guests. Modifications to HVAC systems, automated toilet flushers, hand sinks, light switches, touchless ticket scanning and point of sale systems were added throughout the grounds. Additionally, we are investing in new security cameras and access controls to further ensure the safety of our visitors. For sporting events held inside Cotton Bowl Stadium, our facility adheres to the NCAA Collegiate Codes of Conduct for the conferences involved in competition, as well as the MLS Code of Conduct for all international football competitions. Further, recent investments have been made to improve ADA access for guests requiring accommodations. Finally, Fair Park First opens board meetings to the public to ensure participation opportunities for our community with regard to governance.

The 277-acres that encompass Fair Park have long been a beacon for the very best virtues Texas has to offer, and it has hosted many activities recognized worldwide. As a public park, we are pleased to continue this proud tradition by receiving citizens of all races, creeds, ages, and abilities to enjoy the many opportunities for entertainment, education and leisure offered on our grounds. As a former host of FIFA World Cup 1994 games and the International Broadcast Center, it would also be one of our greatest pleasures to again welcome the world back to our park, Fair Park.

Sincerely,

Peter Sullivan, General Manager  
Spectra – Fair Park  
Peter.Sullivan@spectramp.com





June 2021

Fédération Internationale de Football Association

C/O: Mr. Colin Smith

FIFA-Strasse 20,

P.O. Box 8044

Zurich, Switzerland

Dear Mr. Smith:

On behalf of VisitDallas, I am proud to submit this letter of support for Dallas, Texas, as a host city for the 2026 FIFA World Cup.

Dallas – the most Texan city in Texas – celebrates its heritage in hospitality, and it is the one city where Southern meets modern and legacy meets luxury. Dallas is the leading business and financial center in the Southwest, offering travelers an unparalleled array of hotels, restaurants, entertainment venues, and other amenities, plus a central geographic location. Our two great airports offer more domestic nonstop flights than any other U.S. city, and Dallas/Fort Worth International Airport also offers nonstop service to more than sixty international destinations. We are the ninth-largest U.S. city, and part of the fourth-largest metropolitan area in the nation. We are also one of the top-five cities in the nation for meetings and conventions, and the No. 1 visitor destination in Texas.

Dallas is a richly diverse American city and a melting pot of cultures. This important convergence of uniqueness and differences is reflected throughout the sights and sounds of the city. Dallas' authentic arts, music, food, historic landmarks, and urban lifestyle all contribute to the city's rich cultural makeup.


As the President and CEO of VisitDallas, I made Dallas my home because it is a city that is inclusive, that takes steps to protect the rights of its citizens to a living wage, affordable housing, a safe and comfortable environment, and equal access to justice and opportunity. Like our city, VisitDallas is devoted to these ideals, as expressed in our organization's commitment to diversity, equity and inclusion that extends to our visitors, citizens, employees, customers, communities, and marketplaces that we serve.

Dallas is proud of the human rights policies and programs we have in place to protect the rights and freedoms of our citizens in the workplace, in their homes, in our public venues, and while participating in and exercising the freedoms we hold so dear. VisitDallas works closely with the City of Dallas Office of Welcoming Communities and Immigrant Affairs, Dallas Office of Equity and Inclusion, and our Human Rights Officer, to ensure that Dallas remains a welcoming and equitable community for its residents and guests.



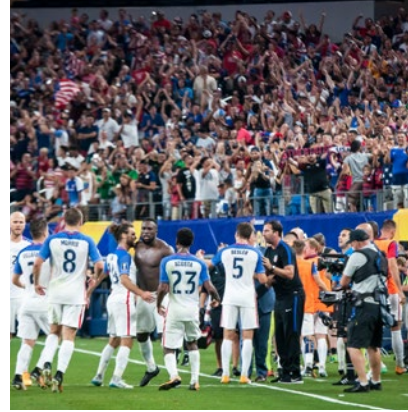
VisitDallas and the entire Dallas community look forward to welcoming FIFA World Cup participants and visitors in 2026 with open hearts and open arms.

Sincerely,



Craig T. Davis, CDME  
President and CEO





# DALLAS®

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# BIG

# WINS

# HAPPEN

# HERE

