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

**NOTE:** Revisions/additions to initial report appear in red

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1. **Background**

As part of the host city selection process for the 2026 FIFA Men’s World Cup™, FIFA requires all bidding cities to take into account the human rights challenges and opportunities that may arise from hosting the tournament. This is also in line with the host cities’ commitments included in the bid to conduct all their activities associated with the tournament in accordance with relevant human rights standards. As part of this process, all host cities are being required to conduct stakeholder engagement to better understand the specific human rights issues that may arise as a result of hosting tournament fixtures and to develop measures to prevent these issues occurring.

This document is designed to assist Kansas City in establishing a process to help meet the human rights objectives set by FIFA. It includes an overview of the key human rights issues that, based on past experience, may arise as a result of hosting tournament fixtures in Kansas City. Based on these potential issues, this document also includes a framework for engaging with relevant stakeholders to gain a deeper understanding of the issues and to help inform the responses or partnerships can be developed to ensure these issues are effectively addressed.

The document was developed by Ergon Associates Ltd, a leading human rights research and consultancy agency with deep knowledge and experience in tackling human rights matters linked to mega sporting events.¹

### 1.1 Why engaging stakeholders is important

As past experiences with the organisation of large sporting events have shown, human rights considerations are important to factor into event planning, event delivery and the event’s legacy.

Meaningful engagement with relevant stakeholders on human rights issues that may arise from the hosting of a tournament fixture maximises the event’s potential to have lasting positive impacts on people. It does so by creating ownership and excitement by communities and groups affected by the event, by promoting mutual learning about concerns and potential for positive change, and by fostering collaborative projects to tackle difficult issues that may emerge in the preparation and hosting of the event. As a result, the benefits of such an engagement process will not only be felt by host city representatives responsible to help host the event, but be accrued and enjoyed by the whole community and thereby contribute to a positive overall hosting experience.

The stakeholder engagement required as part of the host city selection process for the FIFA World Cup 2026 should be seen as an opportunity to build on existing stakeholder relationships by the candidate host city.

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¹ FIFA as the organiser of the host city selection process has commissioned Ergon to prepare such briefing papers for all candidate host cities on an independent and objective basis. For the avoidance of any doubt, FIFA has had no influence on the content of the city-specific section 2 on potential human rights challenges. For more background on Ergon Associates Ltd, see: [www.ergonassociates.net](http://www.ergonassociates.net).
cities and create a robust foundation for the subsequent involvement of relevant stakeholders in the further planning, preparation and hosting of the event by the selected host cities.

Ideally, learning opportunities will be fully maximised so that host cities can benefit from the work undertaken in the organisation of the FIFA World Cup 2026 for the hosting of future sporting (and non-sporting) events. In addition, positive examples set by the host cities of the FIFA World Cup 2026 can provide inspiration and learnings for other cities hosting large events around the world.

More guidance on how to engage with stakeholders, including who to think about engaging with when planning and acting to respect human rights in mega-sporting events, see pages 16-18 of this document designed to help organisers address human rights risks associated with event-time activities.

2. Human rights challenges

For any city hosting a World Cup tournament, there are a range of potential human rights impacts that may affect a range of individuals and groups. As part of the United 2026 bid, an independent human rights study was conducted by Ergon Associates in 2018 that identified the key potential challenges faced across the three countries involved. The full list of challenges highlighted in that report is set out in Annex 1 of this document.

Based on the independent human rights study and additional desk research, the below summarises some key human rights challenges that may be triggered by Kansas City’s hosting of the World Cup. These challenges should be scrutinised, verified and if needed, added to through the process of engaging with stakeholders.

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Who may be impacted?</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and security</td>
<td>Local communities, officials, fans, players</td>
<td>Police departments across the US are under intense scrutiny for how they police black communities, large gatherings and confrontational behaviour in a manner that respects the rights of those being policed. This is also the situation in Kansas City with particular allegations of racism against minority groups, in particular the city’s black population. Black People were killed at 4.5 times the rate of white people by the Kansas City Police Department according to independent Mapping Police Violence research. Hosting a tournament will also result in soccer fans from countries across the world arriving in the city, without necessarily going to a game but simply to be there. Given many of these fans may be people of colour, travelling within the US or internationally, existing risks around policing may be heightened. Additionally, physical and verbal abuse between fan groups of different nationalities is also not uncommon in soccer matches, abuse that may also cause harm to players and local communities. A large influx of people into a city hosting the tournament may also result in an increased risk to children, including separation from their parents in large crowds, kidnapping, or other forms of abuse.</td>
</tr>
</tbody>
</table>
A local charity reported that roughly 9,000 evictions are filed in the County where the Arrowhead Stadium sits each year, and they estimate that this number only represents a fraction of total evictions. Within this number, black people are being evicted at a higher rate. Evictions are likely to be increased as a result of the impacts of COVID-19 in addition to other drivers such as income insecurity, increased rent and house prices, and wider gentrification. Evictions may be increased as a result of the impacts of COVID-19 in addition to other drivers such as income insecurity, increased rent and house prices, and wider gentrification.

Kansas City has also passed laws that criminalise behaviours associated with homelessness such as public camping, sleeping in cars, food sharing and begging with significant negative impacts on the homeless population. The National Law Center on Homelessness & Poverty stated that Kansas City has some of the most harmful policies on homelessness in the country.

17% of the population live below the poverty line, higher than the national average of 13%. Increased demand on properties for visitors during the games may heighten this issue if landlords opt to cash in on an influx of soccer fans during the tournament with short term lets (e.g. Airbnb etc).

The Kansas City Government estimate the living wage to be at $12.50 p/h in 2020. In the State of Kansas however, the minimum wage is $7.25 p/h. If you work on the Missouri side of the state line, the minimum wage is $9.4 - $2.20 more than the same employee across the state line. For service workers at restaurants the pay discrepancy is even more dramatic. Kansas State has a Right to Work law, which critics say has significantly weakened the power of organized labour in the workplace.

Additionally, neither Kansas no Missouri prohibit employment discrimination based on sexual orientation and gender identity.

Given potential spike in temporary work during the World Cup, it will be important to ensure that workers delivering the games enjoy decent work and labour rights protections.

There are currently no explicit, comprehensive state-wide non-discrimination protections for gay, lesbian, bisexual, or transgender people in Kansas. Neither Kansas no Missouri prohibit housing discrimination based on sexual orientation and gender identity.

The Mayor’s Commission on Civil Disorder described racial injustice and significant inequities in education and the lack of job opportunities in 2020. It will be important to understand how the hosting of the tournament may exacerbate these issues, how this can be addressed and how it may have a positive legacy in addressing them.
3. Stakeholder engagement

This section is intended to provide guidance on how to engage the key stakeholders, discuss the challenges outlined above, as well as other potential challenges the host city or stakeholders may identify. This includes brief guidance on identifying the specific stakeholders within Kansas City that fall within priority stakeholder groups, along with specific supplementary questions to help drive the engagement.

3.1 Mapping relevant stakeholders

A robust mapping of stakeholders that is revised on an ongoing basis is a necessary foundation for any stakeholder engagement process. These stakeholders may be public, private or third-sector organisations in the city, individuals (or their representatives) that are likely to be affected by the tournament fixtures, and/or any others with expertise or insight, or who can positively or negatively influence the activity.

It is important to engage with individuals or departments within the City administration who understand the plans for delivering the tournament in the City (in order to be clear about where potential impacts may arise), who have experience working on some of the identified challenges, or whose roles may involve communications with external stakeholder groups to get their input on who stakeholders are and how best to engage them as part of this process. This may include direct stakeholder involvement within the bid team to ensure interests of all affected parties are adequately represented.

Given the particular impacts that may affect children in the context of hosting a World Cup tournament, and being mindful of the rights of the child, in particular in a sporting context, it is also important that stakeholder consultation should include meaningful and genuine engagement with children, their families, and civil society representatives as well as statutory child welfare and protection agencies.

3.2 Who to engage?

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Objectives of engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>City procurement</td>
<td>• Identify existing controls within the City’s procurement function that help mitigate potential challenges through screening, contractual clauses, KPIs etc.</td>
</tr>
<tr>
<td>Child welfare and protection agencies</td>
<td>• Identify existing mechanisms for child welfare and protection to develop collaborations to help mitigate potential challenges to children’s rights and wellbeing before, during and after the tournament</td>
</tr>
</tbody>
</table>
| Transport bodies, agencies and companies  | • Ensure public transportation coverage is sufficient for ordinary neighbourhoods across the city.  
  • Metropolitan Kansas City stretches across the Kansas-Missouri state line and encompasses five counties. Identify potential challenges regarding disability access on public transport and also private ride-share apps. |
| Housing charities                         | • Identify existing challenges faced by local communities with regards to housing, safety and security along with potential impact of hosting games. Develop partnership and strategies to mitigate any negative consequences. |
| Community, children’s, LGBTQI, faith-based| • Identify existing challenges faced by local communities with regards to policing, community safety, discrimination and job opportunities. Develop partnership and strategies to mitigate any negative consequences and develop lasting positive legacies. |
### Stakeholder group

<table>
<thead>
<tr>
<th>Stakeholder group</th>
<th>Objectives of engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>groups and civil society organisations</td>
<td>• Include children as stakeholders- meaningfully consult with children as key stakeholders in community consultations and/or through a children’s advisory committee or youth council, on issues related to their safety and participation in the delivery of the competition.</td>
</tr>
<tr>
<td>Hospitality sector</td>
<td>• Understand existing capacities to accommodate influx of fans, along with challenges and measures in place to ensure accessible services for disabled guests, combat labour exploitation.</td>
</tr>
<tr>
<td></td>
<td>• Understand measures taken by the hospitality sector to prevent and mitigate against risks of child sex abuse and exploitation.</td>
</tr>
<tr>
<td>Fans groups</td>
<td>• Understand how different groups of fans and community experience policing during sports events in Kansas City, and identify potential improvements, where needed.</td>
</tr>
<tr>
<td></td>
<td>• Also understand disabled fan experiences in attending games in the city to identify any necessary focus for improvements.</td>
</tr>
<tr>
<td></td>
<td>• Seek to build understanding of how fan groups may work with international fan groups to support a positive environment during the tournament.</td>
</tr>
<tr>
<td>Trade unions and business associations</td>
<td>• Identify the types of workers that will be needed to deliver the tournament, the types of issues they may face and identify opportunities to address these risks.</td>
</tr>
<tr>
<td></td>
<td>• Develop partnerships to identify risks and build positive responses through ongoing engagement.</td>
</tr>
<tr>
<td>Police department and City government</td>
<td>• Understand how identified challenges are policed, and seek opportunities for collaboration with other stakeholders to support and proactively address.</td>
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<tr>
<td></td>
<td>• Start to develop tournament related policing protocols and responses.</td>
</tr>
<tr>
<td>City soccer teams</td>
<td>• Scope the potential for developing partnerships and programmes around the hosting of the World Cup that target vulnerable community groups in a way that has positive lasting impact on the city.</td>
</tr>
</tbody>
</table>

### 3.3 Guiding questions for stakeholder engagement

The candidate city team should consider the below questions and use the stakeholder engagement process to help answer, clarify and provide solutions to any challenges identified. Additional questions engaging stakeholders on other challenges that the City may encounter, see Annex 2.

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety and security</td>
<td>• How are large events, gatherings and protests currently policed? Are there aspects of existing approaches that fails to respect the rights of communities and fans?</td>
</tr>
<tr>
<td></td>
<td>• If so, what practical measures can the City begin to put in place now to ensure that policing during the tournament is respectful of people’s rights?</td>
</tr>
<tr>
<td></td>
<td>• What measures or support can the city put in place to ensure that all visiting fans, officials, workers and players can safely enjoy the tournament and the city’s hospitality?</td>
</tr>
<tr>
<td></td>
<td>• Where applicable, what role can fan/community and minority groups play in proactive and preventative safety and security work?</td>
</tr>
<tr>
<td></td>
<td>• What additional training and capacity building may be needed so that officials involved in the competition (police, law enforcement, community leaders, stewards etc.) can manage any report of violence, abuse and possible exploitation?</td>
</tr>
<tr>
<td>Challenges</td>
<td>Questions</td>
</tr>
<tr>
<td>------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Housing rights   | • How will an increase in demand for temporary housing and hotels be absorbed by the existing infrastructure in the City?  
• Where applicable, where will the additional capacity for housing come from? Where in the city is this likely to be? Which communities are likely to be affected and what can be done to protect communities from any potential negative impacts?  
• How will the City’s homeless population be impacted by hosting the tournament? What measures the City can put in place to reduce the impact of the tournament on homeless people? |
| Worker’s rights  | • What are the main challenges that workers engaged by the tournament are likely to face?  
• Are there likely to be particular issues related to low wages, workers’ ability to join unions and bargain collectively, to be treated equally, work in safe and healthy conditions, or not work excessive hours?  
• Will there be programmes to seek to provide employment to identified marginalised communities?  
• Who are the workers that are likely to be affected? What jobs are they doing?  
• Are there clauses within contracts that expressly require partners to meet labour law requirements? Are there specific clauses related to the identified issues?  
• Are there existing collaborations with trade unions or other entities representing the interests of workers the City could build on? If not, would the development of such engagements or collaborations be beneficial to address risks to workers? |
| Non-discrimination | • How may hosting the tournament exacerbate risks of discrimination against identified vulnerable or disadvantaged groups?  
• What specific measures does the City need to start putting in place to make the tournament a welcoming and inclusive experience for all?  
• What measures will be taken to ensure that service providers and customer facing staff and volunteers receive diversity and inclusion training? How can individuals at risk of discrimination or groups that represent them be involved in the communication, planning and implementation of steps to create an inclusive tournament experience for all? |
| Other            | • Are there additional challenges that the tournament needs to consider which have not already been flagged?  
• Who needs to be engaged to check whether there are any additional challenges to consider?  
• How are city authorities and/or other already working to address these challenges and what additional work needs to be done in preparation for the tournament? |
Annex 1: Full list of potential human rights challenges

The table below provides an overview of the likely human rights challenges that are expected to arise from the hosting of the FIFA Men’s World Cup™ in the researched bidding cities. The list does not provide a comprehensive overview of every single human rights challenge in the three countries, but rather concentrates on those human rights issues that are likely to affect rights holders by virtue of the activities directly involved or associated with hosting the competition. Every city’s Human Rights Issues Paper has been drafted on the basis of an analysis of which human rights challenges seem, on the basis of desk research, the most relevant to that city. This does not preclude the relevance of monitoring and engaging with stakeholders on other potential human rights issues in a city.

| Human rights challenges                                                                 | Potentially affected groups                                                                 |
Annex 2: Overview guiding questions for all salient human rights issues

The table below sets out the key guiding questions in relation to each of the salient human rights issues that have been identified as potential challenges for bidding cities.

<table>
<thead>
<tr>
<th>Human rights challenges</th>
<th>Questions</th>
</tr>
</thead>
</table>
| Workers' rights                          | - What are the main challenges that workers engaged by the tournament are likely to face?  
   - Are there likely to be particular issues related to low wages, workers’ ability to join unions and bargain collectively, to be treated equally, work in safe and healthy conditions, or not work excessive hours?  
   - Will there be programmes to seek to provide employment to identified marginalised communities?  
   - Who are the workers that are likely to be affected? What jobs are they doing?  
   - Are there clauses within contracts that expressly require partners to meet labour law requirements? Are there specific clauses related to the identified issues?  
   - Are there existing collaborations with trade unions or other entities representing the interests of workers the City could build on? If not, would the development of such engagements or collaborations be beneficial to address risks to workers? |
| Communities and citizens’ rights         | - Is there a history of any significant or systematic disputes over land being taken from local people in this City? Is any existing land in the City used for supporting infrastructure (both permanent and temporary) contested by specific communities?  
   - If so, how can hosting the World Cup help facilitate constructive engagement around disputed or contested land?  
   - How much land is needed to accommodate infrastructure and facilities to host the games? To what extent is this a temporary or permanent change in use of land?  
   - If so, how can this be acquired or leased and used in a manner that avoids forced evictions or relocation of existing domestic or commercial residents? |
| Land and property rights                 | - How will an increase in demand for temporary housing and hotels be absorbed by the existing infrastructure in the City?  
   - Where applicable, where will the additional capacity for housing come from? Where in the city is this likely to be? Which communities are likely to be affected and what can be done to protect communities from any potential negative impacts?  
   - How will the City’s homeless population be impacted by hosting the tournament? What measures the City can put in place to reduce the impact of the tournament on homeless people? |
| Housing rights                           | - How are the public likely to be involved in making decisions about how the City hosts the tournament?  
   - What can the City do to gain meaningful input on how the tournament will be hosted from local communities? Can this process be used on an ongoing basis for wider city-related decisions and issues?  
   - What does the City need to do to ensure transparency in contracting and procurement procedures for the tournament? |
| Right to participate in conduct of public affairs | - How will an increase in demand for temporary housing and hotels be absorbed by the existing infrastructure in the City?  
   - Where applicable, where will the additional capacity for housing come from? Where in the city is this likely to be? Which communities are likely to be affected and what can be done to protect communities from any potential negative impacts?  
   - How will the City’s homeless population be impacted by hosting the tournament? What measures the City can put in place to reduce the impact of the tournament on homeless people? |
<table>
<thead>
<tr>
<th>Category</th>
<th>Questions</th>
</tr>
</thead>
</table>
| Migrants                      | - What actions can the City take to support visiting fans, officials, temporary workers, volunteers, etc. – to ensure that they are not treated unfairly, exploited or disadvantaged by state or federal authorities based on their ethnicity, faith, nationality or other protected characteristics?  
- How can the City make sure that migrant workers (documented or undocumented) working in jobs associated with the tournament are provided with decent working conditions? |
| Non-discrimination            | - How may hosting the tournament exacerbate risks of discrimination against identified vulnerable or disadvantaged groups?  
- What specific measures does the City need to start putting in place to make the tournament a welcoming and inclusive experience for all?  
- What measures will be taken to ensure that service providers and customer facing staff and volunteers receive diversity and inclusion training? How can individuals at risk of discrimination or groups that represent them be involved in the communication, planning and implementation of steps to create an inclusive tournament experience for all? |
| Disability awareness          | - Are stadiums, other supporting infrastructures, transport and services, designed and operated in a manner that is accessible to disabled people or people with limited mobility?  
- What additional measures could the City take to make sure that the tournament is accessible for disabled people or people with limited mobility?  
- What measures will be taken to ensure that service providers and customer facing staff provide disabled people with a welcoming and inclusive experience (e.g. disability etiquette and awareness training)? |
| Privacy and personal data     | - What personal data is likely to be gathered by the City when hosting the World Cup and how will this be kept private and protected?  
- Are there any gaps in this approach and how can these be addressed? |
| Cross cutting issues          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Freedom of expression and     | - Are there any specific and justifiable restrictions on freedom of speech – for example preventing hate speech - which will be applied at any of the venues to be used or in the city at large?  
- What limits do City authorities currently place on large gatherings and protests? How are such events managed?  
- Are there measures that the City would need to put in place to effectively respond to concerns of protests and gatherings in the build up to and during the tournament? |
| assembly                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Protection for journalists     | - What sorts of measures does the City currently have in place to ensure that human rights defenders and journalists are able to operate without restriction or threat?  
- Are there gaps in current practices towards journalists and HRDs that the City needs to improve on or address prior to 2026? |
| and HRDs                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Human Trafficking             | - Are the levels of trafficking likely to rise as a result of hosting the tournament? What is the experience with hosting other large events (sporting or other) and are there existing initiatives that are working on this?  
- What measures can the City put in place to avoid trafficking risks arising during the World Cup, including through working with the hospitality sector? And how can these measures have a lasting positive legacy on the city?  
- Are there steps the City can take in cooperation with neighbouring cities / states / provinces to avoid increased trafficking risks during the World Cup and mitigate any potential trafficking occurring? |
| Safety and security | • How are large events, gatherings and protests currently policed? Are there aspects of existing approaches that fail to respect the rights of communities and fans?  
• If so, what practical measures can the City begin to put in place now to ensure that policing during the tournament is respectful of people’s rights?  
• What measures or support can the city put in place to ensure that all visiting fans, officials, workers and players can safely enjoy the tournament and the city’s hospitality?  
• Where applicable, what role can fan/community and minority groups play in proactive and preventative safety and security work?  
• What additional training and capacity building may be needed so that officials involved in the competition (police, law enforcement, community leaders, stewards etc.) can manage any report of violence, abuse and possible exploitation? |
|---|---|
| Grievances and access to remedy | • How may affected people and their advocates raise complaints related to breaches of their human rights as a result of tournament activities? Is this considered to be accessible and effective by affected parties and/or their legitimate representatives?  
• If not, what additional measures need to be put in place and who should be involved?  
• Does your city have clear mechanisms in place for receiving and managing reports of abuse and exploitation of children that will be in place and communicated during the competition? |
| Child rights | • Are there particular risks that children are likely to face as a result of hosting the World Cup?  
• Has your City made a formal commitment to the protection and well-being of children through legislation and related services?  
• Is there a full-time children’s advocate, ombudsperson or an equivalent professional in place at the city level, to promote and protect children’s rights and take action to ensure the best interests of children before, during and after the tournament?  
• What additional work needs to be undertaken to ensure that all children are adequately protected and safeguarded during the tournament? What steps will be taken by the City’s statutory child welfare and protection agencies and support services to ensure the well-being and the rights of all children are protected during the World Cup?  
• Further guidance with respect to child rights can be found in these resources developed by the Centre for Sport and Human Rights.² |

² Please see the documents shared by FIFA in the Sharepoint folder called ‘Reference documents’
Template for
FIFA World Cup 2026 candidate host city human rights stakeholder engagement report

Explanatory note by FIFA:

- This template shall be used by all candidate host cities to describe the stakeholder engagement process and its results.
- The relevant information shall be added in the fields marked in blue. The size of these fields is indicative and will likely become larger in function of the information added by candidate host cities. There is no restriction in word count.
- It is expected that, at a minimum, all areas highlighted for the respective city in section 2 of the Ergon paper are discussed with relevant stakeholders and reported on in this report. Stakeholders should also be asked about other areas they consider relevant. Where no mitigation measures are defined for particular area highlighted by Ergon, it should be explained why it was not considered salient from a human rights point of view.
- Should a host city wish to provide additional information of relevance to the stakeholder engagement and its results that may not fit well in the template structure (e.g. meeting agendas or minutes, letters of support from stakeholders), it should do so in form of annexes to this report.
- When planning and conducting the stakeholder engagement, please follow guidance of the city-level briefing prepared by Ergon as appropriate.
- Possible additional questions on the engagement process or the report should be submitted to FIFA by 15 September 2020 (to andreas.graf@fifa.org) and FIFA will share the combined responses to the questions from all candidate host cities with all cities by 2 October 2020 at the latest.
- In a spirit of transparency, FIFA requires the candidate host cities to publish their reports based on these templates on their official website or any other appropriate website (host cities are free to choose whether or not to also publish potential annexes).
- The report and potential annexes shall be submitted to FIFA by no later than 31 January 2021.

<table>
<thead>
<tr>
<th>Name of the candidate host city</th>
<th>Kansas City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of the unit or individual responsible for the delivery of the report</td>
<td>KC2026 LOC</td>
</tr>
<tr>
<td>Link to publication of the report on the host city website</td>
<td><a href="http://www.KC2026.com">www.KC2026.com</a></td>
</tr>
<tr>
<td>List of annexes provided together with this template-based report, if any</td>
<td>Annex 1: KC Human Rights Stakeholder Engagement tracking document</td>
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<td>Annex 2: Joint Study Committee on Police Governance and Public Safety</td>
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<td>Annex 3: Welcoming KC Plan</td>
</tr>
<tr>
<td></td>
<td>Annex 4: Human Rights Campaign CEI’s Index (article)</td>
</tr>
</tbody>
</table>
I. Description of stakeholder engagement process

1. Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and January 2021, including at a minimum for each engagement:
   a) the format of the engagement (e.g. bilateral meetings or calls, workshops, webinars)
   b) the entity that led/moderated the engagement
   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
   d) a brief description of the topics discussed and relevant outcomes

   a) Engagement between stakeholders regarding human rights challenges and opportunities have primarily taken place in the form of meetings (virtual and in person), phone calls and email. In-person meetings were somewhat limited due to the global pandemic, however there were occasions when key stakeholders were asked to testify in front of the state legislature regarding relevant concerns. A 5-part series (in process) featuring “A Discussion About Race: Building a Better Understanding” was hosted in the form of an interactive webinar.

   b) See Annex 1: KC Human Rights Stakeholder Engagement tracking document
   See Annex 2: Joint Study Committee on Police Governance and Public Safety

   c) Lead stakeholders:
      - City of Kansas City, Missouri (host city – competition & training facilities)
      - Jackson County, Missouri (county seat of host city)
      - Unified Government of Wyandotte County/Kansas City, Kansas (host county/city – training facilities)
      - Greater Kansas City Sports Commission & Foundation (municipal sports commission)
      - Visit KC (convention & visitors bureau)
      - Greater Kansas City Chamber of Commerce (local business network)
      - Kansas City Chiefs / Arrowhead Events (NFL Team)
      - Sporting KC (MLS Team)
      - Kansas City NWSL (NWSL Team)

   Key Supporting Entities:
      - United Soccer Coaches (largest soccer coaches’ organization in the world)
      - Heartland Soccer Association (America’s largest soccer league and tournament host)
      - Youth Soccer Associations: Missouri, Kansas, Arkansas, Illinois, Iowa, Minnesota, South Dakota

   d) See Annex 1: KC Human Rights Stakeholder Engagement tracking document

II. Description of identified risks and opportunities
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)

SAFETY AND SECURITY

ISSUE:
Scrutiny of police departments for how they police black communities, large gatherings and confrontational behaviour in a manner that respects those being policed. According to independent Mapping Police Violence Research, black people are killed by the KCPD at 4.5x the rate of white people.

a) RISK LEVEL: Medium
May impact certain groups of fans gathering in certain locations in/around Kansas City.

b) The Joint Study Committee for Police Governance and Public Safety (“JSC”) was established on August 10, 2020 as a shared exercise of the Greater Kansas City Chamber of Commerce (“KC Chamber”) and the Civic Council of Greater Kansas City (“Civic Council”) – the most influential regional business and civic leadership organizations in Greater Kansas City. As explained in more detail below, the work will result in recommendations to improve KCPD governance and public safety.

The group’s mission is: To research how the Kansas City Police Department’s governance, policies, and procedures can build community trust while advancing safety, equity, and justice. The study committee shall make every effort to hear all perspectives and opinions on the topic and report on its findings in time for the respective organizations to engage in their own deliberative decision-making process.

In May 2021, the City Council of Kansas City approved two new ordinances that reallocate a part of the police department’s budget to a new fund that would be used to focus on new strategies for combatting violent crime. The new ordinances reallocate about $44 million in police department funding to a new Community Services and Prevention Fund. The City Manager will negotiate with police officials over how the money is spent, with an emphasis on community engagement, prevention, mental health services and other public services. The changes are aimed at increasing police accountability.

On June 24, 2021, the Kansas City, Missouri City Council passed Resolution 210510, expressing their support of policing that is built upon principles designed to protect human rights, reduce violence and addiction, and build public respect for, and trust in, law enforcement. The principles were crafted over two centuries ago by Sir Robert Peel who is credited as the, “Father of Modern Policing. These nine principles are as relevant today, as they were in the 19th century:
1. The basic mission for which the police exist is to prevent crime and disorder.
2. The ability of the police to perform their duties depends on public approval of police actions.
3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.
4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity to use physical force.
5. Police seek and preserve public favor not by catering to public opinion but by constantly demonstrating absolute impartial service to the law.
6. Police use of physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advise and warning is found to be insufficient.
7. Police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
8. Police should always direct their attention strictly towards their functions and never appear to usurp the powers of the judiciary.
9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

These principles have three core ideas:

1. The goal is preventing crime, not catching criminals. If the police stop crime before it happens, we don’t have to punish citizens or suppress their rights. An effective police department doesn’t have high arrest stats; its community has low crime rates.
2. The key to preventing crime is earning public support. Every community member must share the responsibility of preventing crime, as if they were all volunteer members of the force. They will only accept this responsibility if the community supports and trusts the police.
3. The police earn public support by respecting community principles. Winning public approval requires hard work to build reputation: enforcing the laws impartially, hiring officers who represent and understand the community, and using force only as a last resort.

These principles and core ideas are fully supported by the Kansas City, Missouri Police Department and will be integral to the implementation of law enforcement innovations.

**ISSUE:**

Hosting the 2026 World Cup will result in soccer fans from across the world arriving in KC – without necessarily going to a game, but simply just to be there. As such, existing risks around policing may be heightened. A large influx of people into a city hosting the tournament may also result in an increased risk to children, including separation, kidnapping or other forms of abuse.

a) **RISK LEVEL: Low to Medium**

May impact fans traveling to Kansas City to attend matches.
While this would certainly be the largest sporting event ever hosted in Kansas City, we do have experience executing large-scale events that draw people from across the world and from different racial, cultural and socioeconomic backgrounds.

In November 2015 we hosted an MLB World Series Parade and in February 2020, we hosted a NFL Super Bowl parade – both events drew hundreds of thousands of fans from around the country. A robust security plan was implemented through collaboration across federal, regional, state and local and federal. The plans included successfully executed child reunification strategies and resulted in minimal arrests and hospitalizations. Additionally, we have hosted MLB and MLS All-Star games, NASCAR Race Weekends, National Championships as well as many annual music and cultural festivals that draw tremendous crowds. We are experts in planning, managing and executing large scale fan-driven events.

In December 2020, the Greater Kansas City Chamber of Commerce rolled out “Welcoming KC,” which resulted from the collective work of a group of 40 organizations and outlined a plan that will help make the Kansas City community one of the most welcoming in the country. This regional plan is a roadmap that helps identify key priorities and brings together the government, business, and non-profit sectors to identify programs, policies and activities needed to accomplish the goals of being an inclusive community. (See Annex 3: Welcoming KC Plan)

We are confident in our ability to leverage resources and support from a multitude of organizations, stakeholders and agency partners from surrounding states and across the region to create and execute a fully integrated plan that would deliver a safe and secure hosting environment.

**HOUSING RIGHTS**

**ISSUE:**
*It’s been reported that roughly 9,000 evictions are filed in Jackson County each year and that black people are being evicted at a higher rate. Evictions may increase due to the impacts of COVID-19 in addition to other drivers just as income insecurity, increased rent and house prices, and wider gentrification.*

a) **RISK LEVEL: Low**
Hosting the 2026 would have minimal negative impact on this and may, in fact, provide employment and wage-earning opportunities for people in the county that might not otherwise be available.

b) **Evictions**, in the State of Missouri, are governed by state law and the matter is heard in a state court proceeding in front of a state judge. Despite being constrained by state law, Jackson County has focused efforts and resources on providing tangible support to renters facing possible eviction.

Jackson County has made available, in the last year alone, over $13 million in rental assistance for low-income individuals or families at risk of facing eviction.

On March 4, 2021 the City of Kansas City made $4.5 million immediately available for Kansas Citians needing rental or utility relief ([Emergency Rental Assistance Program](#))
ISSUE:

KC has passed laws criminalizing behaviours associated with homelessness. The National Law Center on Homelessness & Poverty stated that KC has some of the most harmful policies on homelessness in the country.

a) RISK LEVEL: Low to Medium

Kansas City is focused on improving the policies and efforts to combat homelessness.

b) In 2021, the City of Kansas City, Missouri will fund $8.5 million in services for those who are unhoused, or at risk of losing their homes. This funding supports two dozen community organizations that provide housing, emergency shelter, outreach, counselling, rent and utility payments and other services to Kansas City, Missouri residents. The complete list is available at kcmo.gov.

In January 2021, the City partnered with three community organizations to provide rapid re-housing at a secure site for families that lost their home due to loss of jobs in the pandemic. The program will run through May 2021.

Regarding encampments, on occasion and in response to community concerns and/or health and public safety issues, city staff reaches out to help those who have set up camps on public property. Multiple departments coordinate efforts to ensure humane and caring procedures are utilized to help those who want help:

- Social workers from local non-profits (City Union Mission, Restart) accompany city officials to offer relocation to shelters, counseling and other services.
- Individuals are encouraged to keep their personal property with them.
- At least two notifications are made before any cleanup efforts.

Mayor Quinton Lucas appointed Councilman Ryana Parks-Shaw as chairperson of the Unhoused Task Force. The goal of the group is to develop long-term strategies to serve our unhoused residents.

The City of Kansas City, Missouri has committed to establishing 10,000 affordable housing units by 2027. Accomplishing this goal would significantly increase the current housing inventory for low to moderate income individuals and families.

The Housing and Community Development Department began operations June 1, 2021 to focus on the myriad of housing issues facing the City of Kansas City, Missouri. Included are the offices of Tenant Advocate and Rental Resources, Unhoused Solutions, Community and Economic Development and Housing and Preservation Development. The department will utilize the Five Year Housing Policy and “A Vision for Housing: Solutions for Kansas City”, a living document that will be revised on continuous basis as community, civic leaders, elected official and professional staff provide input.
**ISSUE:**

17% of the population live below the poverty line, which is higher than the national average of 13%. Increased demand on properties for visitors during the games may heighten this issue if landlords attempt to “cash in” with short term lets during the World Cup (e.g. Airbnb).

a) **RISK LEVEL: Low**
Robust tenant protections are in place in both Missouri and Kansas.

b) In December 2019, the City of Kansas City, Missouri established a [Tenants Bill of Rights](https://example.com) that protects the rights of tenants and ensures access to safe and affordable housing. Additionally, the state of Missouri has a state law ([Missouri’s Landlord-Tenant Law](https://example.com)) which clearly outlines the obligations of both tenants and landlords.

In Kansas City, Kansas (KCK) there are safeguards in place to prevent landlords from increasing rents (above normal market rates) to capitalize on short term rentals.

Short term rentals require that the owner obtain a special use permit before they can rent them out as such. This means having to submit an application fee, meet with the Planning Department to answer questions about how it will be used, hold a neighbourhood meeting, and go through the public hearing process with public comment and a vote by Commissioners serving on the KCK Housing Authority. This is not a simple process and we believe there is minimal risk around landlords contemplating evicting a paying tenant and working through the special use permit process just to seek approval during the period of time in which the World Cup would be hosted.

KCK has also engaged the services of a third-party provider who tracks illegally run short term rentals by continuously monitoring all such sites, so it would be very difficult for landlords to get away with doing this without going through the public hearing process.

**WORKER’S RIGHTS**

**ISSUE:**

*Minimum wage in Missouri vs. Kansas and Kansas Right to Work Law*

a) **RISK LEVEL: Low**
There is a large discrepancy between the minimum wage in Missouri ($9.45 p/h at the time this report was generated) where the matches would be held and Kansas ($7.25 p/h - which matches the current federal minimum wage) where several training sites would be located.

However, since the bulk of the activation around the 2026 World Cup would occur in Missouri (where the minimum wage is higher) there is limited risk to workers (both full-time and part-time/seasonal). The competition stadium is located in Missouri, FIFA Fan Fest would be staged in Missouri and most ancillary activity (games being viewed in entertainment districts, bars & restaurants) would occur in Missouri. So temporary workers employed as staff during the 2026 World Cup would benefit from the higher minimum wage.
b) The minimum wage in Missouri increased by 9% in 2021 – the current rate is $10.30 p/h. The minimum wage in Missouri has increased every year since 2015.

The Minimum Wage in Missouri is scheduled to increase on January 1, 2022, to $11.15 an hour and has cost of living increases built into the statute for future years so the minimum wage in Missouri will continue to increase. In addition, collective bargaining agreements throughout the metropolitan area have wages substantially higher than the minimum wage, likely intended for entry level jobs and untrained youth.

Multiple entities at the match venue employ full time and part time work forces represented by organized labour groups. These groups include SEIU and TEAMSTERS. The wages paid to these workforces has long outperformed state minimums. The Kansas City Chiefs (NFL team), for example, have nearly all its bargaining unit employees currently receiving at least double the Missouri minimum rate. Other employers in the metropolitan area receive many times the minimum set forth in the Missouri and Kansas minimums.

Additionally, the match venue requires all construction work be completed by represented trade groups and construction trades generally receive 4X the state minimum wage.

In January 2021, two bills were introduced by Kansas state representatives proposing that the minimum wage be raised over coming years. Kansas HB 2018 proposes increasing the minimum wage to $17.25 over 10 years. Kansas HB 2033 proposes increasing the minimum wage to $15 over a period of 6 years. Both bills have been referred to the Committee on Commerce, Labour & Economic Development.

**ISSUE:**

*Employment discrimination - Neither Kansas nor Missouri prohibits employment discrimination based on sexual orientation and gender identity.*

a) **RISK LEVEL: Low**

May impact the hiring of temporary workers to support the event, however all critical entities that would be engaged in staffing plans (including but not limited to the City of Kansas City, Missouri, KC Chiefs/Arrowhead Events, Kansas City Sports Commission) have implemented their own policies prohibiting employment discrimination based on sexual orientation and gender identity.

In 2021, of the 767 U.S. companies that achieved a perfect score from the Human Rights Campaign’s 2021 Corporate Equality Index for LGBTQ-inclusive workplace policies – 15 of them were based in Kansas City. The index assesses how businesses address the needs of LGTBQ worldwide and rates the entities based on 3 main criteria: non-discrimination policies, equitable benefits for LGBTQ workers and support of an “inclusive culture and corporate social responsibility.” (See Annex 4 - *Human Rights Campaign CEI’s Index (article)* for a complete list of Kansas City companies that received a perfect score)

b) In 1989, the Missouri Legislature granted powers to charter cities, such as Kansas City, to enforce the state’s anti-discrimination statues through the local Human Rights Commission.

In 1994, the City Council ([click here](#) to view current representatives) passed the Civil Rights Ordinance creating in its current form the Human Rights Commission. The
Commission consists of seven members appointed by the Mayor. The Commission is a local commission as authorized by statute RSMo. 213.020 and 213.135 and as such has the power and authority to hear complaints of violations of RSMo. Chapter 213 in accordance with procedures set forth by the statute.

Protecting citizens against discrimination in employment and public accommodations (i.e., race, national origin, sex, religion, disability, age, sexual orientation, familial status, marital status, and gender identity) is at the heart of Kansas City’s mission, city ordinance, state and federal laws.

On the Kansas side, in January 2019, as her first order of business, newly elected Governor Laura Kelly signed an executive order protecting LGBTQ state employees and contractors from discrimination. In August 2020, the Kansas Human Rights Commission began hearing claims from people who allege they are being mistreated because of their sexual orientation or gender identity.

Additionally, the following municipalities located in/around the Kansas City metro protect people from discrimination on the basis of their sexual orientation and gender identity: City of Fairway, City of Lawrence (proposed training site), City of Leawood, City of Lenexa, City of Manhattan, City of Merriam, City of Mission, City of Mission Hills, City of Mission Woods, City of Olathe, City of Overland Park, City of Prairie Village, City of Roeland Park, City of Shawnee, City of Topeka, City of Westwood, City of Westwood Hills, Kansas City-Wyandotte County (where Sporting KC/training site is located).

Private sector policies and collective bargaining agreements frequently provide protections beyond what local ordinances and state statutes provide. For example, the Kansas City Chiefs Collective Bargaining agreement with SEIU Local 1 expressly provides for protection against sexual orientation discrimination and any other “characteristic protected by law” which includes the City of Kansas City Missouri’s broad protected classes in its Human Rights Ordinance (e.g. sexual orientation and gender identity).

**NON-DISCRIMINATION**

**ISSUE:**

*Lack of explicit, state-wide non-discrimination protections in Kansas.*

a) **RISK LEVEL: Low to Medium**

Again, the bulk of the activation around the 2026 World Cup would occur in Missouri (Kansas City, Missouri). The competition stadium is located in Missouri, FIFA Fan Fest would be staged in Missouri and most ancillary activity (games being viewed in entertainment districts, bars & restaurants) would occur in Missouri.

See Workers Rights section above and Annex 4 – Human Rights Campaign CEI’s Index (article) for more information.

b) Due to the pandemic the Kansas City Human Rights Commission (KCHRC) has not been able to host live events for our constituents for approximately a year. Prior to the pandemic the KCHRC sponsored and were speakers at a Women’s Equality Event entitled #Metoo/Workplace Discrimination. This event was well attended by various members of the community. The Chair of the Commission and a Civil Rights Investigator from the Kansas City Human Relations Department were both speakers.
at this event.

The event was hosted by a broad coalition of activists and experienced civil rights advocates. The Chair of the Commission with the Investigator specifically addressed how to file and pursue complaints of discrimination. Philosophically the KCHRC has been dedicated to eradicating all forms of discrimination in our community. To make a fair and equitable City for all, all forms of discrimination need to be eliminated.

The #METOO event held in March was sponsored by the Women’s Equality Coalition. This group has been actively engaged in collaborating with the KCHRC for over four years and addresses issues of discrimination particularly related to equity issues for women. Work with this group has resulted in Kansas City passing a resolution in support of the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). With this group, the KCHRC has worked to amend city ordinances to prohibit the use of prior salary history as a mechanism for paying unequal wages to men and women. The City, in partnership with the leadership of the CEDAW group and the KCHRC, has also engaged a private study to determine pay equity in the City departments as it relates to positions of leadership and pay.

The KCHRC continues to support and work with the group in exploring further leadership roles within the City commission structure and in the City overall.

For the past 25 years the KCHRC has been a strong leader and advocate for the LGBTQI community. The KCHRC has supported the following events on an annual basis:

- The Kansas City Gay and Lesbian Festival
- The Latino Gay Pride Festival
- The Heartland Men’s Choir

Through the Kansas Business Coalition for Immigration Reform, The Unified Government of Wyandotte County/Kansas City, Kansas (WYCO/KCK) has opposed and fought anti-immigration proposals in the Kansas Legislature since 2011. The group successfully played a role in blocking anti-immigration legislation for five consecutive years.

WYCO/KCK’s Advisory Commission on Human Rights & Disability Issues supported a ban on conversion therapy, which encompasses several dangerous and discredited practices aimed at changing an individual’s sexual orientation or gender identity. Through the Legislative Affairs Department, it also urged legislators to vote “no” on Kansas Senate Bill 55 which would have banned transgender women from competing in women’s sports at the grade school, high school, and college level. Kansas Governor Laura Kelly subsequently vetoed this divisive bill.

Finally, WYCO/KCK has implemented Diversity, Equity and Inclusion Training as part of their efforts to educate employees within the organization. This course provides a foundation for participants exploration of DEI. The goal is to create understanding around the distinctive differences of these terms and their impact within the workplace setting. Too often these terms are used interchangeably, however, their actual meanings are different. Training will begin July 2021.

ISSUE:
Neither Kansas nor Missouri prohibits housing discrimination based on sexual
a) **RISK LEVEL: Low**

The Civil Rights Division of the Kansas City Human Relations Department is responsible for enforcement of the City’s anti-discrimination ordinance. The Civil Rights Division investigates complaints of alleged discriminatory treatment in employment, public accommodations and housing. Any citizen can be adversely impacted by discriminatory treatment. As such, any citizen can, potentially, file a complaint under the ordinance, which protects citizens from discriminatory treatment based on race, national origin, disability, sex, religion, age, sexual orientation and gender identity. The ordinance also protects citizens who file complaints, or participate in the investigation of a complaint, from retaliation. For example, a female employee may file a complaint of alleged sexual harassment (discrimination based on sex) with the Department. The person who files the complaint, as well as any witness identified during the investigation of that complaint, are protected from being retaliated against because of their participation in the investigation. Enforcement of the City ordinance is designed to address and limit, if not eliminate, the adverse impact of discrimination in the City. Without the existence of the ordinance, and the enforcement thereof, employers, housing and service providers would be free to discriminate against citizens without consequence.

b) Chapter 38 of the Kansas City, Missouri, Code of Ordinances is the City’s anti-discrimination ordinance. The City’s authority to investigate discrimination complaints is derived from Chapter 213 of the Revised Statutes of Missouri, the state’s civil rights statute. Through the enabling statutes and local ordinance, the City is authorized to enforce the above mentioned ordinance. A thorough investigation process is followed by the Department, with the advice of the City’s legal department, as well as guidance from the Missouri Commission on Human Rights and the Equal Employment Opportunity Commission. In addition to enforcement and investigation, the Department provides training for local stakeholders, which allows the community to be educated on the scope of the local ordinance, how complaints are investigated by the Department and ways employers and service and housing providers can limit, if not eliminate, potential discriminatory policies and/or practices. Collaboration with human resources professionals, Labour unions, employment agencies, neighbourhood associations and housing and service providers gives the Department the opportunity to engage and inform the public in this important area.

**ISSUE:**

*The Mayor’s Commission on Civil Disorder described racial injustice and significant inequities in education and the lack of job opportunities in 2020.*

a) **RISK LEVEL: Low**

The Mayor’s Commission on Civil Disorder was appointed in 1968, following the assassination of Dr Martin Luther King, Jr. and the subsequent spring riots and police response. This 1968 commission issued a report that argued for local control of the Kansas City Police Department. It is unclear what more recent findings related to inequities in education and the lack of job opportunities the Ergon report is referencing, however initiatives are under way to support non-discrimination efforts within our local community.
b) In May 2021, Mayor Quinton Lucas and the City Council reallocated $44 million (of about $240 million) from the police budget and transferred it to a “community services and prevention fund” for community engagement, outreach, prevention, intervention and other public services. They also earmarked an additional $3 million for a new police academy class. The goal of this reallocation of funds is to give the City more control over the state-governed police department and increase accountability for the KCPD. Requests from the police department to leverage this funding will be reviewed (and approved or denied) by the City manager and the Board of Police Commissioners.

Additionally, the City has launched The Reform Project KC, a crime prevention framework focused on four pillars:

- Prevention
- Intervention
- Law Enforcement & Community
- Administrative Reform

The Reform Project will include a broader set of goals and metrics for success including necessary reforms to city ordinances and regulations as well as an enhanced focus on community engagement and feedback. To gather input from the community, Kansas City Mayor Quinton Lucas, Jackson County Prosecutor Jean Peters Baker, Kansas City Police Department Chief Rick Smith, the Kansas City, Missouri Health Department along with key leaders from community groups will host a series of community meetings and town halls to discuss the initiative.

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 games is linked to the opportunity (e.g. how can the event be used as a rallying point for such progress)

a) Growing the game of soccer:

   Kansas City is already celebrated as the “Soccer Capital of America” and this reputation has been bolstered by the introduction of the new women’s soccer team that operates as part of the National Women’s Soccer League (KC NWSL). Additionally, there is still room to expand access to the game of soccer to underserved communities across our region. Finally, in the north part of Kansas City, a 10 field, tournament style soccer complex is being built and expects to draw youth from around the region. This facility will be complete by 2025.

b) Hosting the 2026 World Cup would allow us to capitalize on the excitement of the multi-year build up to not only promote the game of soccer, but also the benefits derived from participation such as supporting a healthy/active lifestyle, teamwork, respect and community. We have already secured the support of Youth Soccer Associations representing seven different states (see Annex 5 – Youth Soccer Association Endorsement Letters) and will work with them to roll out a comprehensive marketing and communications plan that educates citizens about soccer and the FIFA World Cup and provides unique opportunities for participation and programming.

   a) Collaboration between stakeholders across sectors (private, public, government, non-profit) would foster greater understanding of challenges and efforts to remediate;
Hosting the 2026 World Cup would require extensive collaboration between stakeholders across all sectors – united in one goal: to host the best possible event.

b) Hosting this event would be used as a rallying point by the City and local stakeholders. It would be used to highlight the importance of inclusion, collaboration, and in providing equal opportunities for all citizens to participate in the event (and any future events) – which would be critical to its success. It would serve as a tool for educating various groups about the challenges facing our community and would function as sort of a “networking opportunity” for stakeholders to become familiar with each other, and the mission and vision of the various organizations.

a) **Empowering citizens and bolstering civic pride:**
   Citizens within our community and around the region would be exposed to a global event that they would normally just watch from afar. By being a part of the action and seeing the event activation throughout our region, they would be exposed to different countries, cultures and customs.

b) The City and local stakeholders share interest in taking advantage of the opportunity for a lasting legacy through its continued collaborative efforts to inform citizens of the existence and scope of the anti-discrimination ordinance, more opportunities for training and outreach by the Department and continued efforts to reduce, if not eliminate, discriminatory treatment in the City. The themes of “inclusion” and “unity” would anchor our efforts when engaging stakeholders, supporting the business community, seeking volunteers and attracting fans.

a) **Creating National and Global Ambassadors to promote Kansas City:**
   The guest experience is fundamental to successfully hosting the FIFA World Cup. From safety and security to amenities and accommodations, we aim to deliver a world class experience to everyone.

b) Hosting the 2026 FIFA World Cup would allow us to showcase Kansas City and the Midwest as the liveable, cosmopolitan, cultured place that we know and love. Our plan to deliver this world class experience will reflect the values of the “Welcoming KC” plan (see Annex 3 – *Welcoming KC Plan*):
   - Resiliency and Growth
   - Racial Equity and Belonging
   - Opportunity
   - Connection and Cohesion

By welcoming people from all across the globe, they will have the opportunity to experience all that our city has to offer which will lead to more tourism and an increased ability for us to attract top talent to live and work in Kansas City.

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

#### 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
SAFETY & SECURITY

a) Kansas City, Missouri Mayor Quinton Lucas has enacted local legislation to decriminalize local ordinances and regulations that have historically disproportionally effected minority communities. These ongoing efforts are documented here.

The Advisory Commission on Human Relations and Disability Issues for the Unified Government of Wyandotte County and Kansas City, Kansas was established on December 1st, 2016. Meetings are held the first Monday of every month at City Hall, 6th floor Training Room and begin at 5:30 p.m. Meetings are open to the public.

The purpose of the Advisory Commission on Human Relations and Disability Issues:

- Foster, encourage and stimulate mutual understanding, respect and harmonious relations among all racial, religious, ethnic and minority groups (including people with disabilities),
- Discourage and prevent prejudice, intolerance, bigotry, disorder and discriminating practices against any group or its members,
- Function as the advisory committee on disabilities issues in order to identify necessary services not being provided for people with disabilities,
- Improve the delivery of services for disabled persons in the most cost-effective manner,
- Promote good will,
- Develop a program for practical cooperation with state and federal agencies and nongovernmental agencies having the like or kindred function,
- Make such investigation and studies in any field of human relations as may be required by the commission, or in judgment of the commission, that will aid in effectuating its general purposes.

b) The Joint Study Committee for Police Governance and Public Safety (“JSC”) was established on August 10, 2020 as a shared exercise of the Greater Kansas City Chamber of Commerce and the Civic Council of Greater Kansas City. The work will result in recommendations to improve KCPD governance and public safety (see Annex 2 – Joint Study Committee on Police Governance and Public Safety for more detail). The study is on-going.

c) The KC2026 bid committee works, and will continue to work, with external stakeholders to develop plans to address on-going challenges related to policing that may be of concern when hosting the World Cup. We will work with stakeholders, including police departments on both sides of the state line, to create a plan for handling the potential influx of visitors from around the world. We will work with Arrowhead Stadium and other applicable facilities to educate workers about the potential for increased verbal and physical altercations among fans at soccer games. Arrowhead Stadium already has a robust Fan Code of Conduct in place that will be used as a baseline from which to develop a custom staffing and security plan specific to the World Cup.

HOUSING RIGHTS

a) Kansas City is taking a future-oriented approach to improving transportation, infrastructure and housing, and connecting people to businesses and entertainment,
while keeping our commitment to ensuring Kansas City is a safe and affordable place to live at the forefront.

Central to this mission is ensuring that every family in Kansas City can afford a home where they can safely raise a family on a budget, which is why Mayor Quinton Lucas created the City’s **Special Committee on Housing Policy** to craft policy solutions that will help families find safe and sanitary homes to live in.

b) Efforts to ensure Kansas City is a safe and affordable place to live are on-going as this is a priority that is independent of hosting the World Cup.

c) The KC2026 bid committee is committed to working with any/all stakeholders to continue to build on efforts to provide more affordable housing throughout our community. We will work to create a comprehensive plan to communicate to landlords that it is unlawful to evict tenants with the goal of capitalizing via short term rentals associated with the World Cup and that violators of the Tenants Bill of Rights will face prosecution from the City.

**WORKER’S RIGHTS & NON-DISCRIMINATION**

a) The City of Kansas City, Missouri established its first ever **LGBTQ Commission** earlier this year to help push for more progressive and supportive policies for the LGBTQ communities across the region. It is in the process of hiring its first Chief Equity Officer to ensure a supportive and inclusive workplace that is reflective of the communities served. In early June, the City raised the LGBTQ flag for the first time ever at City Hall.

b) In late 2021, the City will begin a diversity recruitment drive to work with all communities to provide opportunities for people of all races, religions, and gender identities to work with and for the City. The City will soon be passing gender neutral/all gender bathroom rules in public facilities that allows anyone to use the restroom that aligns with their gender identity, but also establishes a vision to create single occupancy restroom facilities wherever possible. The City is in the process of including all gender reassignment treatments and procedures in their healthcare policies for employees (target completion end of 3Q21). The City will soon begin to formally recognize LGBTQ owned and Veteran owned business in addition to traditional Minority and Women-owned Business Enterprises.

c) The City commits to continued enforcement of its anti-discrimination ordinance, as it is written currently and/or if it is amended in the future. Enforcement of the City ordinance is ongoing, and the City commits to working with local stakeholders, as it has in the past, with matters related to accessibility or any other issue addressed through enforcement of the ordinance.

The City is committed to providing information regarding, and enforcement of, the anti-discrimination ordinance. The City is actively seeking outreach opportunities to meet with community groups, service and housing providers, employment agencies, Labour unions, human resources professionals, etc., for the purpose of educating the public on the scope of the ordinance and the Department’s enforcement responsibilities. Local stakeholders can assist the City with delivering that message to the public through traditional and social media, appropriate advertisement of Department services, public displays of the Department’s contact information and encouragement to utilize such information. Similar efforts are under consideration,
SAFETY AND SECURITY

Under the authority of the Board of Police Commissioners, the Office of Community Complaints is a non-police, civilian oversight agency handling complaints of misconduct against members of the Kansas City, Missouri Police Department.

The Office has been charged with the responsibility of protecting the community from the possibility of abuse or misconduct on the part of the Kansas City, Missouri Police Department. The Office is also entrusted with protecting members of the police department from unjust and unfair accusations.

The Office of Community Complaints is committed to effectively, efficiently, and impartially resolving all complaints involving a community member’s expectation of fair and efficient police protection.

It is our policy to take complaints regarding Bias-Based Policing, Discourtesy, Excessive Use of Force, Harassment, Improper Member Conduct, and Improper Procedure against any employee of the Kansas City, Missouri Police Department – whether a sworn officer or a civilian employee.

Any person who has direct personal knowledge of an incident may file a complaint with the Office. The Office will actively pursue an investigation, conduct a mediation, or refer your complaint for conciliation. Complaints can be filed here - https://kccommunitycomplaints.org.

HOUSING RIGHTS, WORKER’S RIGHTS & NON-DISCRIMINATION

The City of Kansas City, Missouri’s Human Relations Department receives, investigates and enforces human rights violations. Protecting our residents and visitors against discrimination in employment and public accommodations (i.e., race, national origin, sex, religion, disability, age, sexual orientation, familial status, marital status, and gender identity) is at the heart of our mission, city ordinance, state and federal laws. Discrimination complaints can be filed with the Human Relations Department.

Anyone who believes they have been discriminated against in employment, public accommodations or housing can file a complaint with the Department. Persons would fill out the appropriate form, which includes requests for relevant contact information for the person who wants to file and whom they are filing against, the basis for the complaint (race, sex, age, etc.), what took place that led to the filing of the complaint and the names of witnesses who can verify the alleged discriminatory treatment.

The goal of the Human Relations Division of the Unified Government of Wyandotte County and Kansas City, Kansas is to ensure equal opportunity for all citizens in the areas...
of: Employment, Housing, Public Accommodations, Contract compliance with Local, State and Federal civil rights laws.

Human Relations also provides tenant / landlord mediation services. Contract Compliance requires all contracting companies to comply with Local, State and Federal equal employment opportunity and affirmative action requirements prior to the execution of a contract.

Complaints may be filed with City Hall and the Director of Human Services (click here for contact info).

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

a) Growing the game of soccer:
   When FIFA selects Kansas City as a host city for the 2026 World Cup, we plan to launch a program to build 48 futsal courts in 48 underprivileged neighbourhoods across our region (one court for each participating nation).

b) Yes – we will work with external stakeholders from states across our region, including (but not limited to) those represented by the Youth Soccer Association endorsements (see Annex 5).

a) Collaboration between stakeholders across sectors (private, public, government, non-profit) would foster greater understanding of challenges and efforts to remediate:
   We plan to work in collaboration with all stakeholders (internal and external) to develop and execute a plan that addresses current Human Rights concerns – and to proactively consider the ramifications of new concerns as they arise. We will host regular meetings led by the Executive Committee that engage all stakeholders and provide FIFA and US Soccer with on-going updates and progress reports. We will not only grow our Executive Committee but create sub-committees that will be hyper focused on segmented Human Rights issues.

b) Yes – we will work with stakeholders to develop and execute comprehensive plans to address any/all concerns now and in the future.

a) Empowering citizens and bolstering civic pride:
   When Kansas City is named a host city for the FIFA World Cup, we will immediately roll out a comprehensive, fully integrated platform that will serve as a resource for anyone who may have questions about the planning process – and benefits of involvement. We plan to actively engage citizens, community leaders, business owners and other entities to make them aware of all opportunities to benefit from this event. We also plan to initiate a more targeted fundraising campaign that allows everyone to feel a sense of ownership over how our city and region plans to host the event.

b) Yes – we will work with stakeholders to create a plan and process to effectively market the multitude of opportunities that will come with the great honour of hosting the FIFA World Cup.
| a) Creating National and Global Ambassadors to promote Kansas City:  
We will develop an easy-to-navigate microsite that aggregates key information for people looking to travel to Kansas City (and our region) for the FIFA World Cup. This would include information about accommodations, dining, local businesses as well as information about how to volunteer to support the event – and how to address any concerns about the event.  
b) Yes – internal and external stakeholders would be asked to support and contribute to this microsite.  |
| --- |
| IV. Stakeholder engagement plan  
| 7 Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders  |
| The KC2026 Bid Committee is committed to working with stakeholders across all sectors (public, private, government, non-profit, etc.) to develop and implement plans that would effectively address and mitigate any Human Rights concerns related to hosting the 2026 FIFA World Cup.  
Kansas City’s history and experience as a successful host city for major sporting and cultural events has been rooted in the synergy of key stakeholders working together to implement progressive processes and comprehensive programming. While the FIFA World Cup would certainly be the largest event our region has hosted, we have already established a reputation of being strategic, efficient and very cost-effective – accolades that aren’t always reflected in other host cities.  
We are in the process of growing our Executive Committee to ensure that we have comprehensive representation as we move through the next stages of planning. We will take advantage of our unique location that straddles two states (Missouri and Kansas) to leverage human capital as well as physical and financial capital to deliver an experience that is truly reflective of our midwestern values rooted in a spirit of collaboration and commitment to representing the United States as the HEART OF AMERICA. |
Annex 1:
KC Human Rights Stakeholder Engagement – Tracking Document
FIFA World Cup 2026 candidate host city human rights stakeholder engagement report

Kansas City

Relevant Stakeholder engagement tracking (ON-GOING)

<table>
<thead>
<tr>
<th>Date</th>
<th>Form of Communication</th>
<th>Communicator</th>
<th>Recipient</th>
<th>Stakeholder</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.12.19</td>
<td>Email</td>
<td>Visit KC</td>
<td>Katie Gamble</td>
<td>Gamble &amp; Schleimeir</td>
<td>Added to the KC Chamber's 2020 Priorities Visit KC's anti-discriminatory legislation support</td>
</tr>
<tr>
<td>9.13.19</td>
<td>Conference Call</td>
<td>Exec Comm</td>
<td>ExCo</td>
<td>Exec Comm</td>
<td>KC2026 Executive Committee Meeting</td>
</tr>
<tr>
<td>10.10.19</td>
<td>Conference Call</td>
<td>Exec Comm</td>
<td>ExCo</td>
<td>Exec Comm</td>
<td>KC2026 Executive Committee Meeting</td>
</tr>
<tr>
<td>10.24.19</td>
<td>Conference Call</td>
<td>Sporting KC</td>
<td>KCSC</td>
<td>KCSC</td>
<td>Meeting to discuss next steps for planning/organizing</td>
</tr>
<tr>
<td>10.24.19</td>
<td>Conference Call</td>
<td>KCSC</td>
<td>KCSC</td>
<td>KCSC</td>
<td>Meeting to discuss next steps for planning/organizing</td>
</tr>
<tr>
<td>11.12.19</td>
<td>Conference Call</td>
<td>Exec Comm</td>
<td>ExCo</td>
<td>Exec Comm</td>
<td>KC2026 Executive Committee Meeting</td>
</tr>
<tr>
<td>2.13.20</td>
<td>Meeting</td>
<td>Exec Comm</td>
<td>ExCo</td>
<td>Exec Comm</td>
<td>KC2026 Executive Committee Meeting</td>
</tr>
<tr>
<td>2.26.20</td>
<td>n/a</td>
<td>MD Nondiscriminatory Act</td>
<td>na</td>
<td>State of MO</td>
<td>55 MO Legislators introduced adding sexual orientation and gender identity to the MO Human Rights Status</td>
</tr>
<tr>
<td>3.4.20</td>
<td>Phone</td>
<td>Patrick Dujakovich</td>
<td>Kathy Nelson</td>
<td>AFL-CIO</td>
<td>Phone call offering service to attend the workshop meetings in Dallas</td>
</tr>
<tr>
<td>3.4.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>Patrick Dujakovich</td>
<td>AFL-CIO</td>
<td>Communication related to in-person meetings in Dallas for FIFA World Cup workshop</td>
</tr>
<tr>
<td>3.4.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>Patrick Dujakovich</td>
<td>AFL-CIO</td>
<td>Communication of understanding related to in-person meetings in Dallas</td>
</tr>
<tr>
<td>3.20</td>
<td>Meeting</td>
<td>KCSC</td>
<td>Sporting KC</td>
<td>KCSC</td>
<td>Meeting to discuss KC2026 Presentation</td>
</tr>
<tr>
<td>3.5.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>Patrick Dujakovich</td>
<td>AFL-CIO</td>
<td>Request of information to be shared in presentation for the workshop</td>
</tr>
<tr>
<td>3.6.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>Patrick Dujakovich</td>
<td>AFL-CIO</td>
<td>Duke shared some bullet points for workshop presentation, general information specific to our region and the work of organized labor</td>
</tr>
<tr>
<td>4.9.20</td>
<td>Conference Call</td>
<td>Exec Comm</td>
<td>ExCo</td>
<td>Exec Comm</td>
<td>KC2026 Executive Committee Meeting</td>
</tr>
<tr>
<td>7.8.20</td>
<td>Meeting</td>
<td>Visit KC Foundation &amp; GKCRA</td>
<td>na</td>
<td>Area Restaurants</td>
<td>Visit KC Foundation &amp; GKCRA approved the free participation of all restaurants in the 2021 Restaurant Week Program to welcome all size restaurants</td>
</tr>
<tr>
<td>8.10.20</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td>The Joint Study Committee for Police Governance and Public Safety (&quot;JSC&quot;) was established</td>
</tr>
<tr>
<td>8.17.20</td>
<td>Board of Director/Visit KC</td>
<td>Visit KC Board</td>
<td>Visit KC</td>
<td>Visit KC</td>
<td>Visit KC Board creates &quot;Diversity in Destination Management Committee&quot;. All minority area chambers are part of this group</td>
</tr>
<tr>
<td>9.2.20</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td>JSC Regular Meeting</td>
</tr>
<tr>
<td>9.15.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>KC WC Executive Committee</td>
<td>KCSC</td>
<td>Sharing of FIFA/Ergon human rights document to review prior to EC meeting</td>
</tr>
<tr>
<td>9.16.20</td>
<td>Email</td>
<td>Jacob Robertson</td>
<td>KC WC Executive Committee</td>
<td>KCSC</td>
<td>Distribution of meeting agenda for 9.17.20</td>
</tr>
<tr>
<td>9.17.20</td>
<td>Zoom</td>
<td>Kathy Nelson</td>
<td>KC WC Executive Committee</td>
<td>KCSC</td>
<td>Monthly WC EC meeting</td>
</tr>
<tr>
<td>9.17.20</td>
<td>Email</td>
<td>Katherine Fox</td>
<td>KC WC Executive Committee</td>
<td>Joe Reardon, David Pruente,</td>
<td>Sharing of FIFA/Ergon human rights document, and request for support suggestions of area organizations that might be off assistance in helping to complete our response</td>
</tr>
<tr>
<td>9.29.20</td>
<td>Zoom</td>
<td>Kathy Nelson</td>
<td>Mike Sharpe</td>
<td>Chamber</td>
<td>Zoom call to discuss FIFA/Ergon human rights document, and to request support suggestions of area organizations that might be of assistance in helping to complete our response</td>
</tr>
<tr>
<td>9.30.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>Mike Sharpe, Greg Valdivino</td>
<td>Chamber</td>
<td>Email intro of Mike to Greg to discuss the Human Rights document - coordinate a future phone call</td>
</tr>
<tr>
<td>9.30.20</td>
<td>Research</td>
<td>Mike Sharpe</td>
<td>Mike Sharpe</td>
<td>Exec Comm</td>
<td>Research from state Attorney Generals website related to area organizations dealing with human trafficking</td>
</tr>
<tr>
<td>10.1.20</td>
<td>Email</td>
<td>Doug Bach</td>
<td>Kathy Nelson, Mike Sharpe</td>
<td>KC-Clay</td>
<td>Shared city staff assigned to work on city responses to areas identified within the Ergon Human rights document. Looks to cooperatively work with city staffs for KCMO</td>
</tr>
<tr>
<td>10.1.20</td>
<td>Email</td>
<td>Caleb Clifford</td>
<td>Kathy Nelson</td>
<td>Jackson Co, MO</td>
<td>Follow-up communication from Executive Committee meeting</td>
</tr>
<tr>
<td>10.1.20</td>
<td>Email</td>
<td>Jason Fulvi</td>
<td>Kathy Nelson</td>
<td>Visit KC</td>
<td>Shared a list of potential organizations that might be of assistance in addressing the Ergon human rights concerns</td>
</tr>
<tr>
<td>10.2.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>Patrick Dujakovich</td>
<td>AFL-CIO</td>
<td>Shared the FIFA/Ergon human rights document with Duke, look to coordinate a phone call to review and see where his service/information might be a valuable asset to the document</td>
</tr>
<tr>
<td>10.2.20</td>
<td>Email</td>
<td>Kathy Nelson</td>
<td>Rich Usher</td>
<td>KCMO - city</td>
<td>Follow-up communication from Executive Committee meeting</td>
</tr>
<tr>
<td>10.2.20</td>
<td>Email</td>
<td>Patrick Dujakovich</td>
<td>Kathy Nelson, Mike Sharpe</td>
<td>AFL-CIO</td>
<td>Coordination of a phone call</td>
</tr>
<tr>
<td>10.6.20</td>
<td>Zoom</td>
<td>Visit KC</td>
<td>Jim Erickson</td>
<td>KC Economic Devlp.</td>
<td>Provided Visit KC's legislative Priorities to the EDC which included any anti-discriminatory legislation discussion of topics focused on the Ergon Human Rights report. We conversed quite a bit about different organizations within the metropolitan area that he believed would be great resources to address not only the Human Rights Challenges outlined in the Ergon report but also to consider some of the report that did not address. I now have a list of names/resources to connect with to assist with this endeavor</td>
</tr>
<tr>
<td>10.15.20</td>
<td>TEAMS Call</td>
<td>Mike Sharpe</td>
<td>Greg Valdivino</td>
<td>KC Chamber</td>
<td>Connected with Jane today to discuss the Ergon human rights report and discuss the KCMO Human Rights Commission. She shared that her group has representation from each of the challenges listed and would welcome the opportunity to engage and respond to these. I will be sharing with her a template of response for each of the areas for her to circulate amongst her commission - along with the Ergon report. I will be invited to present at their next commission meeting</td>
</tr>
<tr>
<td>10.15.20</td>
<td>Email</td>
<td>Mike Sharpe</td>
<td>Chris Hernandez</td>
<td>KCMO - city</td>
<td>I emailed Chris to create an intro to the chair of the KCMO Human Rights Commission</td>
</tr>
<tr>
<td>10.19.20</td>
<td>Email</td>
<td>Chris Hernandez</td>
<td>Mike Sharpe, Jane McQueeney</td>
<td>KCSC - KCMO</td>
<td>Chris did an email introduction to myself and Jane McQueeney, the chair of the KCMO Human Rights Commission</td>
</tr>
<tr>
<td>10.19.20</td>
<td>Email</td>
<td>Jane McQueeney</td>
<td>Mike Sharpe</td>
<td>KCMO - KCSC</td>
<td>Jane sent me an intro email to connect</td>
</tr>
<tr>
<td>10.20.20</td>
<td>Email</td>
<td>Mike Sharpe</td>
<td>Jane McQueeney</td>
<td>KCMO</td>
<td>I emailed Jane with the Ergon Human Rights Challenge report to review. She is going to find a date/time in her schedule for us to connect</td>
</tr>
<tr>
<td>10.21.20</td>
<td>Email</td>
<td>Jane McQueeney</td>
<td>Mike Sharpe</td>
<td>KCSC - KCSC</td>
<td>Jane replied with some dates/times</td>
</tr>
<tr>
<td>10.22.20</td>
<td>Email</td>
<td>Mike Sharpe</td>
<td>Jane McQueeney</td>
<td>KCSC - KCSC</td>
<td>Mike coordinated a call to discuss human rights challenges as outlined by Ergon report</td>
</tr>
<tr>
<td>10.27.20</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td>JSC Regular Meeting</td>
</tr>
<tr>
<td>10.27.20</td>
<td>Zoom</td>
<td>Jane McQueeney</td>
<td>Mike Sharpe</td>
<td>KCSC - KCSC</td>
<td>Emailed to Jane the Ergon report to distribute to the HR Commission as well as the template HR survey I created to compile responses for our response to FIFA</td>
</tr>
<tr>
<td>10.28.20</td>
<td>Email</td>
<td>Mike Sharpe</td>
<td>Jane McQueeney</td>
<td>KCSC - KCSC</td>
<td>Listening session with Urban League, More2, SCLC and ADIhoc</td>
</tr>
<tr>
<td>11.9.20</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
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<tr>
<td>11.20.21</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td></td>
</tr>
<tr>
<td>11.20.21</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td></td>
</tr>
<tr>
<td>11.17.20</td>
<td>Zoom</td>
<td>Mike Sharpe</td>
<td>Aaron Borns</td>
<td>KCSC</td>
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<tr>
<td>11.17.20</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td></td>
</tr>
<tr>
<td>11.18.20</td>
<td>Zoom</td>
<td>Mike Sharpe</td>
<td>Aaron Borns</td>
<td>KCSC</td>
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<tr>
<td>11.19.20</td>
<td>Zoom</td>
<td>WYCO/KCK</td>
<td>Open Access</td>
<td>KCSC</td>
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<tr>
<td>11.19.20</td>
<td>Zoom</td>
<td>Mike Sharpe &amp; Kathy Nelson</td>
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</tr>
<tr>
<td>11.19.20</td>
<td>Email</td>
<td>Mike Sharpe</td>
<td>KCSC</td>
<td></td>
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<tr>
<td>11.23.20</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
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<tr>
<td>11.24.20</td>
<td>Email</td>
<td>Mike Sharpe</td>
<td>KCSC</td>
<td></td>
<td></td>
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<tr>
<td>11.24.20</td>
<td>Email</td>
<td>Jane McConey</td>
<td>Mike Sharpe</td>
<td>KCSC</td>
<td></td>
</tr>
<tr>
<td>11.30.20</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
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<tr>
<td>12.2.20</td>
<td>Email</td>
<td>Visit KC</td>
<td>Sammy Panettiere</td>
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<td>12.2.20</td>
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<td>Chris Hernandez</td>
<td>Mike Sharpe</td>
<td>KCSC</td>
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<td>12.2.20</td>
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<td>Chris Hernandez</td>
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<td>Member Orgs</td>
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<td>12.11.20</td>
<td>Zoom</td>
<td>Kathy Nelson</td>
<td>Katherine Fox</td>
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<tr>
<td>12.14.20</td>
<td>Email</td>
<td>Phillip Yelder</td>
<td>Katherine Fox</td>
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<td>Member Orgs</td>
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</tr>
<tr>
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<td>Member Orgs</td>
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</tr>
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<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
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</tr>
<tr>
<td>1.28.21</td>
<td>City Ordinance</td>
<td>Visit KC</td>
<td>Lana Torcson</td>
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<tr>
<td>2.2.21</td>
<td>Email</td>
<td>Visit KC</td>
<td>JSC Regular Meeting</td>
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<td></td>
</tr>
<tr>
<td>2.3.21</td>
<td>Visit KC</td>
<td>Visit KC</td>
<td>Visit KC Partners</td>
<td></td>
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</tr>
<tr>
<td>2.4.21</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td></td>
</tr>
<tr>
<td>2.11.21</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
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<tr>
<td>2.18.21</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
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<tr>
<td>2.25.21</td>
<td>Meeting</td>
<td>Chamber/Reardon</td>
<td>Member Orgs</td>
<td>Chamber</td>
<td></td>
</tr>
<tr>
<td>3.3.21</td>
<td>Phone</td>
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<td>Rep Ashley Aune</td>
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**Notes:**
- KCSC - KCDMO: Visit KC?
- Call regarding discriminatory legislation.
- JSC Regular Meeting.
- KC Chamber of Commerce.
- KC WC Executive Committee.
- Chamber Board - Board Briefing.

**Follow-up email with these three representatives regarding the HR questionnaire:**
- Jane sent me an email to update on the Commission’s response to questionnaire.

**Special Social Justice/Law Reform - Briefing:**
- Chaired a briefing.
- Follow-up with these three representatives regarding the HR questionnaire.

**Request EI if discriminatory legislation was to move forward:**
- Requests the support.

**Email communication of KCMO Human Rights Commission meeting and next steps:**
- Engage each office to source information related to questionnaire.

**State of MO:**
- MO Legislators push adding sexual orientation and gender identity to the MO Human Rights Statue.

**Email:**
- Requested lobbying support from City’s lobbyist to keep an eye on any discriminatory legislation.

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Annex 2:
Joint Study Committee on Police Governance and Public Safety
This text of this document is intended to supplement the safety and security responses for the FIFA World Cup 2026 Stakeholder Engagement Report.

Project Overview: The Joint Study Committee for Police Governance and Public Safety (“JSC”) was established on August 10, 2020 as a shared exercise of the Greater Kansas City Chamber of Commerce (“KC Chamber”) and the Civic Council of Greater Kansas City (“Civic Council”) – the most influential regional business and civic leadership organizations in Greater Kansas City. As explained in more detail below, the work will result in recommendations to improve KCPD governance and public safety.

The group’s mission is: To research how the Kansas City Police Department’s governance, policies, and procedures can build community trust while advancing safety, equity, and justice. The study committee shall make every effort to hear all perspectives and opinions on the topic and report on its findings in time for the respective organizations to engage in their own deliberative decision-making process.

JSC Membership: The following member organizations are engaged as members of the JSC:

- Black and Veatch
- Kansas City Metropolitan Crime Commission
- Metropolitan Community Colleges
- Bryan, Cave, Leighton, Paisner
- Blue Cross & Blue Shield of Kansas City
- MLP Holdings
- Shook, Hardy & Bacon
- Husch Blackwell LLP
- CCB Financial Corporation
- KC Chamber
- Civic Council

Engaged Community Stakeholders: In support of its work, the JSC has engaged the following outside organizations for sessions to hear their perspectives on KCPD police governance and public safety:

- Session 1: Urban League, More2, SCLC, AdHoc Group Against Crim
- Session 2: Kansas City, Missouri Board of Police Commissioners, Kansas City Police Department, Fraternal Order of Police, Kansas City Police Department Foundation
- Session 4: Jackson County Prosecutor’s Office
- Session 5: Clay County Prosecutor’s Office, Platte County Prosecutor’s Office.

Engaged Outside Experts: In support of its work, the JSC has engaged the following outside expert organizations to understand best practices and potential reform of police governance and public safety:

- Commission for the Accreditation of Law Enforcement Agencies (CALEA)
Indianapolis, IN City Council
• Center for Policing Equity

JSC Meetings: To advance its work, the JSC convened the following meetings since August 1, 2020:

- 8/10 JSC regular meeting
- 9/2 JSC regular meeting
- 10/27 JSC regular meeting
- 11/9 Listening Session 1 with Urban League, More2, SCLC and AdHoc
- 11/12 JSC regular meeting with Indianapolis City Council
- 11/12 Listening Session 2 with KCPD, KCPD Foundation, KCPD FoP, BPOC
- 11/17 JSC regular meeting
- 11/23 JSC regular meeting with CALEA
- 11/30 Listening Session 3 with Northland Neighborhoods, Center for Neighborhoods, OCC, PBA, Black Chamber of Commerce of Greater KC
- 12/8 JSC regular meeting with CPE
- 12/22 JSC regular meeting
- 1/14 JSC/KC Chamber Social Justice -Law Enforcement Reform Group
- 1/21 Listening Session 4 with Jackson County Prosecutors
- 1/27 Listening Session 5 with Clay and Platte County Prosecutors
- 2/4 JSC/KC Chamber Social Justice -Law Enforcement Reform Group
- 2/11 JSC regular meeting
- 2/18 JSC regular meeting
- 2/25 JSC regular meeting
- 3/4 JSC regular meeting
- 3/11 JSC regular meeting
- 4/2 JSC regular meeting

Additionally, the following meetings have been scheduled to continue our work:

- 4/7 Special Social Justice/Law Reform - Briefing
- 4/9 JOINT Executive Committees Meeting (JSC)
- 4/9 Leadership Debrief Meeting
- 4/19 #1 Listening Session - Urban League, SCLC, More2, Ad Hoc JSC)
- 4/19 #2 Listening Session - Chief Smith, Commissioner Wagner (JSC)
- 4/20 #3 Listening Session - Brad Lemon/FOP (JSC)
- 4/21 Civic Council Special Board Meeting
- 4/22 Chamber Special Board Meeting
- 4/23 Civic Council – Full Membership Briefing
- 4/26 Chamber Board – Board Briefing

Conclusion: As the culmination of this group’s work, the JSC will draft recommendations, which are intended to be approved by the full boards of the Civic Council and KC Chamber, outlining the steps that should be taken to improve the KCPD’s governance and public safety outcomes. These recommendations will be shared publicly and tracked over time.
Annex 3:
Welcoming KC Plan
Greater Kansas City is a special place. No matter the side of the state line, we are a unique community where our Midwest values and work ethic are combined with natural drive for innovation and collaboration. We’ve seen successful results of this combination as both small and large businesses have made KC their home and contributed to our community in powerful ways.

But those businesses are experiencing a challenge that began well before COVID-19 disrupted our economy. There is a workforce shortage in Greater Kansas City. That’s why the KC Chamber and the members of Welcoming KC are working to make KC a designated welcoming city. We know by using all the assets across our entire community, we can welcome immigrants, refugees, and other newcomers to grow the region’s globally competitive workforce.

Immigrants alone have a multi-billion-dollar impact on our local economy every year. But worth even more is the human impact. They start small businesses, bring innovative ideas, and become active and passionate members of our community. New faces become old friends, and we are all better for it.

In this welcoming plan you will find the collective work of Welcoming KC, a group of about 40 organizations that have spent a year and a half putting together coordinated and unified strategies with common goals. This plan will help make our community one of the most welcoming in the country.

We already know that state lines and city boundaries don’t define and limit who we are as Greater KC. We must remember that other borders don’t define us either.

It takes all of us to make this possible. When we work together and welcome people with open arms, there is nothing KC cannot accomplish. Please join us in achieving our ultimate goal to make Greater Kansas City open and welcoming to all.

President & CEO
Greater Kansas City Chamber of Commerce
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<tr>
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<td>Why a Regional Plan</td>
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<td>Government Leadership and Safe Communities</td>
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The Greater Kansas City region has experienced a changing demographic over the past quarter-century. Our region has become more diverse; the immigrant population increased from 33,000 in 1990 to more than 150,000 in 2018. Immigrants are an important part of our economic and cultural fabric, working in a variety of industries and establishing strong roots in the community as homeowners and parents of U.S.-born children.

At a time where the general population in the metropolitan area grew by 40 percent, and the immigrant population increased by more than 300 percent, it is imperative that we reflect on our values of welcoming and inclusion to ensure everyone feels as though Greater Kansas City is home. This reflection drove the development of the Greater Kansas City Welcoming Plan.

A welcoming plan is a roadmap that helps identify key priorities. By bringing together the government, business, and nonprofit sectors, we created a roadmap that identifies the programs, policies, and activities needed to accomplish our goals of being an inclusive community.

Like most Midwestern cities, Kansas City’s population remains predominantly white and black. The city lost white residents in the 1990s, but gained residents of other races and ethnicities. Immigrants have contributed to the changing profile of the city and region, with the number of foreign-born residents more than doubling in the 1990s, and twice as many settling in the suburbs over the same period of time. Therefore, including the suburbs and surrounding communities of Greater Kansas City in the planning and implementation of the Welcoming Plan is critical to its success.

We at the KC Chamber want Greater Kansas City to be a welcoming and inclusive place for all. We recognize that our greatest asset is our people, and that no matter what your background or where you are from, Greater Kansas City is stronger when we all have the opportunity to contribute and succeed. The economic and social benefits of being a welcoming community are clear, and it’s in that spirit we will keep Greater Kansas City a healthy and vibrant community for everyone.

Through a welcoming plan, we have an opportunity to proactively address our changing community by bringing together key leaders in our region to learn more about current demographics, consider the implications of demographic changes to Greater Kansas City, identify priorities for action, and work together to develop new policies and programs.
Our welcoming plan is based on the following vision and values.

**VISION:** Greater Kansas City is welcoming to all.

**VALUE:** Resiliency and Growth
We celebrate our region’s many resources, and we see our strength being our people and the different backgrounds and perspectives they bring. We believe in economic growth that leverages our diversity. By capitalizing on all talents, we help our communities withstand crises. We embrace and celebrate the resiliency of individual community members and of our community as a whole. We empower people and provide support systems for them to be full participants in the community. The Greater Kansas City region strives to be a place where all can thrive.

**VALUE:** Racial Equity and Belonging
We believe the various backgrounds, cultures, and experiences of our region’s population make us a more vibrant, connected, and creative community. We also recognize our nation and our region have struggled with a divisive racial history, and that systems have perpetuated discrimination and exclusion for many years. Advancing racial equity and belonging in Greater Kansas City requires a long-term commitment on everyone’s part. It’s not enough to invite people to the table -- we need to advance inclusion at all levels. We are committed to looking for and recognizing everyone’s contributions and investing in all of our people. We want today’s generation and future generations to learn what it means to adopt a culture of welcoming and inclusion.

**VALUE:** Opportunity
In the Greater Kansas City region, we open doors to education, language learning, health, employment, and other opportunities to help everyone achieve their fullest potential. We seek to address and eliminate barriers that impede opportunities for international students, refugees, immigrants, and long-term residents by breaking cycles of poverty and exclusion. We are dedicated to opening up access to networks, programs, and support that allow peoples’ skills to be fully utilized and help improve their quality of life. Ensuring the long-term success of all community members is our goal.

**VALUE:** Connection and Cohesion
We recognize that together, we are stronger. We all want to feel a sense of belonging; we need trusted relationships, support, and resources to feel connected to each other. We are all in the human experience together, and we have more in common, even across our differences. To foster community cohesion, we meet people where they are, create safe spaces to bring us together to develop meaningful relationships, and listen more than we speak. No one succeeds in isolation; together, we can decrease biases and stereotypes, have rich cultural experiences different from our own, and solve tough problems through collaboration and creative problem-solving. We can see each other as good neighbors. We are so much better together.
A leadership team, composed of key stakeholders from the Greater Kansas City Chamber of Commerce, REACH Healthcare Foundation, Communities Concerned for Immigrants and Refugees/Vibrant Health, and Shabbir Advisors has led the welcoming planning process over an 18-month period.

Our process has also been guided by consultants at Welcoming America and the Welcoming Standard. The Welcoming Standard provides a comprehensive roadmap for immigrant inclusion and welcoming in communities. The Standard addresses a range of policies and programs, from language access to hiring practices, that help communities achieve true welcoming status. The Welcoming Standard is organized into seven framework categories, which are also used as the areas for the Greater Kansas City Welcoming Plan:

- Civic Engagement
- Connected Communities
- Economic Development
- Education
- Equitable Access
- Government Leadership and Safe Communities

A steering committee has provided direct feedback and countless hours to shape, draft, and finalize the plan. Additionally, the plan has been informed by input from community leaders, government officials, community members directly impacted by the plan, and the public at large.

The following section outlines six framework areas with goals, recommendations, and strategies for creating a more welcoming Greater Kansas City. Many of these are already undergoing active planning or implementation, while others are new or just beginning development with timelines yet to be determined.
GREATER KANSAS CITY
WELCOMING PLAN GOALS,
RECOMMENDATIONS,
AND STRATEGIES
Welcoming communities actively ensure that residents, including newcomers, fully participate in civic life by increasing access to leadership and democratic spaces.

**GOAL:** GREATER KANSAS CITY WORKS TO EMPOWER RACIALLY AND ETHNICALLY DIVERSE RESIDENTS WITH EDUCATION AND ACCESS TO CIVIC LIFE.

**RECOMMENDATION:** Local community organizations and institutions are accessible and processes for engagement are clear.

**STRAATEGIES:**
- Identify and provide immigrant and refugee education programming that includes information on the responsibilities of local government.
- Identify organizations or individuals with experience and expertise on anti-racism, immigration systems, and equity and inclusion and connect them with local governments to provide professional development opportunities for civil servants.
- Review requirements to serve on local boards and commissions to ensure they are accessible and enable active recruitment of racially and ethnically diverse residents, including immigrants and refugees.

**IMMIGRANTS ELIGIBLE TO VOTE IN GREATER KANSAS CITY**

63,537

Source: [https://www.newamericaneconomy.org/city/kansas-city/](https://www.newamericaneconomy.org/city/kansas-city/)

**RECOMMENDATION:** Neighborhood groups and associations increase inclusion, equity, and belonging.

**STRATEGY:**
- Review and adjust civic education programs, including neighborhood groups/associations, to intentionally reach new residents and ensure programming is accessible.

**RECOMMENDATION:** Naturalization programs are supported and accessible.

**STRAATEGIES:**
- Increase access to citizenship opportunities.
- Promote and celebrate public naturalization ceremonies.

**RECOMMENDATION:** Barriers to voting are addressed and removed.

**STRAATEGIES:**
- Increase access to voter registration.
- Expand voter access.
- Assist immigrants and refugees who are U.S. citizens with understanding their eligibility to vote, the voting process, and voter guides.
Welcoming communities build connections between newcomers and longer-term residents by strengthening relationships and communicating shared values.

**GOAL:** GREATER KANSAS CITY WILL BE A PLACE THAT PURPOSEFULLY CREATES, SUPPORTS, AND PROMOTES OPPORTUNITIES FOR ALL RESIDENTS TO BUILD TRUSTED RELATIONSHIPS WITH EACH OTHER.

**RECOMMENDATION:** Organizations are supported in their efforts and commitment to racial equity, inclusion, and belonging.

**STRATEGIES:**
- Community leaders and organizations that work with immigrants and refugees provide education and information on the history of race and racism in the United States to address anti-Blackness, power, privilege, and oppression, as well as the ways in which all residents are impacted by racism.
- Invite community leaders from racially and ethnically diverse communities, including those from immigrant and refugee communities, to discuss and identify opportunities for cross-racial solidarity.
- Create a resource hub for organizations to access training information and resources for continued education on racial equity, inclusion, and belonging.

**DEMOGRAPHICS BY AGE GROUP**

In the United States, immigrants are more likely to be working-age than their U.S.-born counterparts. This is true as well for every metro area featured in Map the Impact. This means immigrants are more likely to be active in the labor force, allowing them to contribute to the economy not only as consumers but also as taxpayers, helping fund social services and programs like Medicare and Social Security.

Source: https://www.newamericaneconomy.org/city/kansas-city/
RECOMMENDATION: A “connected communities group/program” composed of members from diverse sectors develops and promotes opportunities for all residents to learn about and from each other.

STRATEGIES:

- Develop a steering committee from diverse sectors to regularly plan, host, and promote events.
- Identify issues of common interest and concern for all residents, ensuring racially and ethnically residents are included, to work on together.
- Develop and host new, smaller-scale culturally enriching events in spaces that will reach and engage all residents.
- Use partnerships and personal relationships to engage racially and ethnically diverse residents to proactively market events on diverse platforms.
- Host events to invite residents into spaces they are not familiar with (e.g. places of worship may host an open house once a quarter for other community members to tour and learn about different faiths).
- Create opportunities for mainstream arts and culture organizations to partner with racially and ethnically diverse residents.
- Promote and recognize existing large-scale cultural and faith-based events throughout the Greater Kansas City area.

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Source: https://www.migrationpolicy.org/research/immigration-heartland-profile-immigrants-kansas-city-region
RECOMMENDATION: Greater Kansas City will engage minority-owned business assistance offices to promote immigrant and refugee-owned restaurants.

STRATEGIES:

• Hold a “restaurant week” to uplift immigrant and refugee-owned restaurants.
• Create a map or app to promote immigrant and refugee-owned restaurants.
• Partner with a tour group(s) and incorporate immigrant and refugee-owned restaurants and community spaces into the tour.

RECOMMENDATION: Greater Kansas City is recognized as a welcoming and inclusive community.

STRATEGIES:

• Use diverse platforms and media outlets to lift up cultural and faith-based events.
• Create or participate in a communications campaign that promotes shared values and recognizes the strength in unity.
• Participate in Welcoming Week and other welcoming activities.
• Sign a welcoming proclamation or resolution.
Welcoming communities harness the full potential of all residents. Immigrants have the skills and assets to thrive, and economic development systems are prepared to leverage new and existing talent.

**GOAL:** GREATER KANSAS CITY RESIDENTS ARE FULLY ABLE TO PARTICIPATE IN THE ECONOMY, AND ECONOMIC DEVELOPMENT SYSTEMS ARE PREPARED TO LEVERAGE NEW AND EXISTING TALENT.

**RECOMMENDATION:** Workforce systems and initiatives support and sustain career pathways for racially and ethnically diverse residents.

**STRATEGIES:**
- Engage local employers, chambers of commerce, and other employer networks in equity and immigrant inclusion work.
- Support access to career and credentialing opportunities.
- Support licensing and re-credentialing for immigrants and refugees who have professional credentials from outside of the United States.

**TOP INDUSTRIES WITH HIGHEST SHARE OF FOREIGN-BORN WORKERS**

<table>
<thead>
<tr>
<th>Industry</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>15</td>
</tr>
<tr>
<td>Tourism, Hospitality, and Recreation</td>
<td>12</td>
</tr>
<tr>
<td>Construction</td>
<td>10</td>
</tr>
<tr>
<td>General Services</td>
<td>9</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: [https://www.newamericaneconomy.org/city/kansas-city/](https://www.newamericaneconomy.org/city/kansas-city/)
**RECOMMENDATION:** An entrepreneurial ecosystem supports immigrant, refugee, and minority-owned businesses for new business development and growth.

**STRATEGIES:**
- Increase contract opportunities for immigrant, refugee, and minority-owned businesses.
- Promote innovative programs for immigrant, refugee, and minority entrepreneurs.
- Ensure that small business development centers meet the needs of immigrant, refugee, and minority entrepreneurs eligible to receive federal support.
- Increase entrepreneurship among immigrants and refugees by offering multilingual training, microfinance, and business incubation support services.

**GOAL:** GREATER KANSAS CITY ECONOMIC DEVELOPMENT PROGRAMS COLLABORATE TO CREATE EQUITABLE AND INCLUSIVE ECONOMIC DEVELOPMENT FOR THE REGION.

**RECOMMENDATION:** Regional economic development plans and efforts identify and address immigrant and refugee engagement.

**STRATEGIES:**
- Workforce development systems and programs are accessible and promoted to immigrants and refugees.
- Regional economic development services collaborate to address barriers for immigrant and refugee entrepreneurs.

**GOAL:** GREATER KANSAS CITY CREATES A WELCOMING AND INCLUSIVE WORKPLACE ENVIRONMENT.

**RECOMMENDATION:** Employers, immigrants, refugees, and racially and ethnically diverse residents work together to improve workplace conditions and culture.

**STRATEGIES:**
- Provide culturally and linguistically appropriate education to immigrants and refugees on workers’ rights and workplace safety.
- Support local businesses to diversify their workforce, including support to ensure compliance with visa requirements and recredentialing.
- Businesses offer racial equity, inclusion, and belonging training to employees.
- Businesses incorporate a racial justice lens in hiring, retention, and promotion policies and practices, including addressing implicit bias.

**DID YOU KNOW?**
There are **9,067** immigrant entrepreneurs in the Kansas City Region.

Immigrant residents are **24.7%** more likely to be entrepreneurs than U.S.-born residents.  
Source: [https://www.newamericaneconomy.org/kansas-city/](https://www.newamericaneconomy.org/kansas-city/)
Welcoming communities strive for an educational system that ensures all students have the support they need to succeed in school and the education they need to succeed in the workforce.

**GOAL:** GREATER KANSAS CITY COMMITS TO PREPARE AND SUPPORT ALL STUDENTS, INCLUDING IMMIGRANTS AND REFUGEES — REGARDLESS OF IMMIGRATION STATUS -- FOR THE WORKFORCE THROUGH ALL AREAS OF EDUCATION.

**RECOMMENDATION:** Education opportunities are expanded for young adults, regardless of immigration status, and include those who have aged out of secondary education.

**STRATEGIES:**
- Create twilight schools in the community.
- Provide GED/HiSet and trade/vocational classes at no cost.
- Ensure paid internships are accessible to racially and ethnically diverse students, including immigrants and refugees.
- Ensure scholarships and financial aid programs are accessible to racially and ethnically diverse students, including immigrants and refugees.

The growth in the immigrant population has helped to strengthen America’s labor force. As baby boomers retire, younger immigrants are filling critical gaps in the market. Nationally, immigrants are more likely to hold an advanced degree than the U.S.-born. They are also more likely to have less than a high school education. In many cities across the country, their unique educational profile allows immigrants to fill labor shortages at both ends of the skill spectrum, from high-tech fields to more manual sectors like construction or food service.

Source: [https://www.newamericaneconomy.org/city/kansas-city/](https://www.newamericaneconomy.org/city/kansas-city/)
GOAL: GREATER KANSAS CITY COMMITS TO IMMIGRANT INTEGRATION AND ECONOMIC MOBILITY THROUGH EDUCATION.

RECOMMENDATION: Educational opportunities at various literacy and education levels are accessible for working adults.

STRATEGIES:
• Prepare immigrants and refugees to enter certification programs through trade/vocational classes by offering them at a variety of times and locations.
• Hold on-site English learning classes at employment locations.
• Expand the Kansas City Public Library RISE program to ensure the services it provides are accessible throughout Greater Kansas City.
• Continually assess educational programming and its accessibility based on community feedback.

GOAL: GREATER KANSAS CITY COMMITS TO CREATING EQUITABLE EDUCATIONAL OUTCOMES FOR RACIALLY AND ETHNICALLY DIVERSE STUDENTS.

RECOMMENDATION: Support racially and ethnically diverse families, including families who do not speak English at home, to actively participate and succeed in the education system.

STRATEGIES:
• Identify, promote, and incorporate proven family engagement strategies that focus on the unique needs of racially and ethnically diverse students, including immigrants and refugees.
• Ensure early childhood education is accessible.
• Create a seal of biliteracy certification program to recognize multilingual students.
Welcoming places work to ensure community services and opportunities are available to all residents, including immigrants.

**GOAL:** GREATER KANSAS CITY ENSURES EQUITABLE ACCESS FOR IMMIGRANTS, REFUGEES, AND MINORITY RESIDENTS TO ESSENTIAL SERVICES, INCLUDING HEALTHCARE, TRANSPORTATION, HOUSING, LEGAL ASSISTANCE, PLACES OF WORSHIP, AND GOVERNMENT SERVICES.

**RECOMMENDATION:** Processes for Safe Space designation are developed and adopted.

**STRATEGIES:**
- Immigrants and refugees will be involved in the process to identify barriers to Safe Spaces and address solutions.
- Identify organizations that represent the range of necessary access points.
- Create a checklist of criteria for Safe Space designation.
- Identify a committee to administer Safe Space designation.
- Provide education to community members to increase awareness of designation.

**RECOMMENDATION:** Policies and programs are in place that protect racially and ethnically diverse residents from discrimination and predatory practices.

**STRATEGIES:**
- Community-based organizations provide information about fraudulent services and scams.
- Community-based organizations provide referrals and information to reputable service providers, including but not limited to: housing, legal and justice services, healthcare, and financial services.

**GOAL:** GREATER KANSAS CITY, INCLUDING ALL LOCAL GOVERNMENTS, PROVIDES MEANINGFUL LANGUAGE ACCESS.

**RECOMMENDATION:** A language access program is in place across government agencies, with the goal of expanding to programs, services, and activities.

**STRATEGIES:**
- Audit government services for language access compliance.
- Provide training to government employees on when and how to access and work with interpretation and translation services.
- Include emergency services and response plans in all language access programs.

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**Immigrant Homeowners in the KC Metro Area**

Source: https://www.newamericaneconomy.org/city/kansas-city/
GOVERNMENT LEADERSHIP AND SAFE COMMUNITIES

In welcoming places, the local government implements systems and programs that strengthen community efforts and embed inclusion within government agencies. Welcoming communities foster trust and build relationships between residents, including newcomers, and local law enforcement and safety agencies.

GOAL: GREATER KANSAS CITY WILL WORK TO ADVANCE RACIAL JUSTICE, EQUITY, AND INCLUSION SO THAT EVERYONE - INCLUDING RACIALLY AND ETHNICALLY DIVERSE RESIDENTS, IMMIGRANTS, AND REFUGEES - FEELS SAFE AND WELCOME.

RECOMMENDATION: Locally elected officials and government leaders commit to racial equity, inclusion, and belonging.

STRATEGIES:

• Local governments adopt the Greater Kansas City Welcoming Plan.
• Locally elected officials and government leaders support community events that are hosted by racially and ethnically diverse residents, including immigrants and refugees.
• Locally elected officials and government leaders make public statements about the importance and strength of being a welcoming and inclusive community.
• Local governments ensure information about government services and resources, English classes, and naturalization is accessible through digital and non-digital means, as well as in multiple languages.

GOAL: LOCAL GOVERNMENTS IN GREATER KANSAS CITY ADOPT POLICIES AND PRACTICES THAT PROMOTE SAFE, INCLUSIVE, AND WELCOMING COMMUNITIES.

RECOMMENDATION: Local governments review policies and services to ensure they do not have a disparate impact on or exclude racially and ethnically diverse residents, including immigrants and refugees.

STRATEGIES:

• Transparent and open opportunities are available for residents to provide feedback on existing and new policies.
• Ensure immigration status is not a barrier to accessing government services.
• Policies are adopted to ensure immigration status is not a barrier to accessing non-federal government services or shared publicly.
RECOMMENDATION: Greater Kansas City works to build trust and strengthen relationships between law enforcement and racially and ethnically diverse residents, including immigrants and refugees.

STRATEGIES:
- Local law enforcement agencies receive regular training on working with racially and ethnically diverse residents, including immigrants and refugees.
- Partner with community leaders to enhance engagement and proactive interactions with racially and ethnically diverse residents, including immigrants and refugees.
- Foster positive youth engagement.

RECOMMENDATION: Greater Kansas City works to enhance accountability, transparency, and communication within its law enforcement agencies.

STRATEGIES:
- Greater Kansas City invests in relationships and communication between racially and ethnically diverse residents, and law enforcement to better serve and protect the community.
- Educate and promote the process to file law enforcement complaints with an impartial point of contact and ensure complaint processes are available in multiple languages for English learners.
- Publicly share data by race, ethnicity, gender, and geography on law enforcement policies, arrest, jail population, use of deadly force, and resident complaint statistics.

RECOMMENDATION: Greater Kansas City protects residents from deportation.

STRATEGIES:
- Track and assess how ICE is operating immigration enforcement in the Greater Kansas City region.
- Local governments and other agencies establish policies and procedures to create “safe spaces” for immigrants by prohibiting participation or assistance with civil immigration enforcement.
- Identify and support a local agency in efforts to provide universal representation to individuals facing deportation.

RECOMMENDATION: Code enforcement agencies adopt equitable practices.

STRATEGIES:
- Review and adopt policies to strengthen relationships and promote regular communication with racially and ethnically diverse residents, including immigrants and refugees.
- Partner with community-based organizations to provide education to racially and ethnically diverse residents, including immigrants and refugees on code enforcement policies.
- Code enforcement staff receive regular training on working with racially and ethnically diverse residents, including immigrants and refugees.
RECOMMENDATION: Greater Kansas City is prepared for natural disasters and emergencies with strategies to support resilience in racially and ethnically diverse communities.

STRATEGIES:
- Local governments have inclusive emergency management plans.
- Provide meaningful language access throughout emergencies and disaster relief.
- Ensure racially and ethnically diverse residents are involved in the emergency planning and response process and part of the Emergency Operations Center.

GOAL: GREATER KANSAS CITY CREATES A WELCOMING AND INCLUSIVE CLIMATE ATTRACTIVE TO RACIALLY AND ETHNICALLY DIVERSE RESIDENTS.

RECOMMENDATION: Identify best practices for local governments to adopt policies that ensure all residents feel welcome.

STRATEGIES:
- Promote the arts and cultures of racially and ethnically diverse residents.
- Arts and cultural programs and services are accessible to and celebrate the contributions of immigrants, refugees and, racially and ethnically diverse residents.
- Government communication materials reflect and celebrate the diversity of the community.
- Recreational services evaluate and ensure their programs are accessible and engaging to racially and ethnically diverse residents.
- Local governments adopt welcoming resolutions.

The majority of immigrant population is concentrated in the areas two most populous counties. 70% of immigrants in region lived in Jackson and Johnson; 18% resided in Wyandotte County; and 12% lived north of Missouri River in Clay or Platte counties.

Source: https://www.newamericaneconomy.org/city/kansas-city/
The dedicated partners of the Greater Kansas City Welcoming Planning Team and Steering Committee provided perspective, guidance, and insight throughout the plan’s development. We deeply appreciate the organizations and individuals for their participation in the process and contributions to the plan.

We are also grateful for the numerous community members who shared their stories and ideas. We especially thank the Greater Kansas City Chamber of Commerce and Welcoming America. Their expertise, encouragement, and support have sparked a movement in our community.

Many thanks to REACH Healthcare Foundation for valuing the importance of building a more welcoming community, as well as the generous financial support of this planning process and implementation of the plan in our region.

LEADERSHIP TEAM

Co-Chair: Mahnaz Shabbir, Shabbir Advisors
Co-Chair: Greg Valdovino, Greater Kansas City Chamber of Commerce
Melissa Bertolo, Welcoming America
Carla Gibson, REACH Healthcare Foundation
Molly Hilligoss, Welcoming America
Susan Downs-Karkos, Formerly with Welcoming America
Andrea Perdomo-Morales, Communities Concerned for Immigrants and Refugees/Vibrant Health Kansas City

WORKING GROUPS

Civic Engagement
Co-Chair: Irene Caudillo, El Centro Inc.
Co-Chair: Andrew Weisberg, KC Chamber

Connected Communities
Chair: Hilary Singer, JVS

Economic Development
Chair: Sheri Gonzales, Civic Council of Greater Kansas City/KC Rising

Education
Chair: Julie Robinson, Kansas City Public Library

Equitable Access
Chair: Andrea Perdomo-Morales, Citizens Concerned for Immigrants and Refugees/Vibrant Health Kansas City

Government Leadership
Co-Chair: Marlene Nagel, MARC
Co-Chair: Maury Thompson, Johnson County Government

Safe Communities
Chair: Damon Daniel, AdHoc Group Against Crime
STEERING COMMITTEE

Austin Spiller, ACLU of Kansas
Jay-Marie Hill, ACLU of Missouri
Damon Daniel, AdHoc Group Against Crime
Gina Bowman, Agricultural Business Council of Kansas City
Kasey Featherston, Catholic Charities of NE KS
Molly Keenan, Catholic Charities of NE KS
Meredith Walrafen, Catholic Charities of NE KS
Edgar Galicia, Central Avenue Betterment Association
Shanna Steitz, Community Christian Church
Sharon Nibbelink, Connected Lead
Irene Caudillo, El Centro, Inc.
Anab Abdulahi, Equitable Advisors
Diane Bosilevac, GAEN
Siobhan McLaughlin-Lesley, Gilda’s Club Kansas City
Courtney Brooks, Global Ties KC
Tara Burkhart, JVS
Maury Thompson, Johnson County Government
Hilary Singer, JVS
Julie Robinson, Kansas City Public Library
Andrew Weisberg, KC Chamber
Pam Curtis, KC Chamber and KS Legislator

Alex Villagran, Civic Council of Greater Kansas City
Kaylee Peile, KC Social Innovation Center
Kim Shaw-Ellis, KCMO Police Department
Amy Coffman, Literacy KC
Erika Garcia Reyes, MARC
Marlene Nagel, MARC
Suzanne Gladney, Migrant Farmworkers Assistance
Jarrett Meek, Mission Adelante Inc.
Shelby Woodard, MOCSA
Aly Hernandez, Office of the Mayor of KCMO
Danielle Lehman, Open Belly Podcast
Laura Bond, REACH Healthcare Foundation Board
Jennifer Lapka, Rightfully Sewn
Elaine Cruz, Rose Brooks
Amanda Jackson, Formerly of Samuel U. Rodgers
Fatima Mohamed, Samuel U. Rodgers
Bob Theis, Samuel U. Rodgers
Eileen Bobowski, Sewing Labs
Emmerick Cross, Unified Government of WYCO/KCK
Deb Carter, University of Kansas
Suba Nadarajah, VMLY&R
Garry Linn, YMCA of Greater Kansas City
Annex 4:
Human Rights Campaign CEI’s Index (article)
These KC companies earn perfect scores from Human Rights Campaign

Jan 29, 2021, 8:12am CST

Of the record 767 U.S. companies to achieve a perfect score from the Human Rights Campaign’s 2021 Corporate Equality Index for LGBTQ-inclusive workplace policies, 15 are from the Kansas City area.

The HRC’s CEI index assesses how businesses address the needs of lesbian, gay, bisexual, transgender and queer workers worldwide. The index rates entities based on three main criteria: nondiscrimination policies, equitable benefits for LGBTQ workers and support of an “inclusive culture and corporate social responsibility.”

The number of companies achieving a perfect score of 100 represents an increase of 12% from last year’s index and reflects “growth across every measurement category, from the adoption of inclusive non-discrimination policies, to equitable health care benefits for transgender employees,” the HRC said in announcing its results.

HRC noted many improvements that have occurred since it launched the index in 2002, including the number of businesses that have gender identity protections in their nondiscrimination
policies increasing from 3% to 94% of Fortune 500 companies and from 5% to 99.7% of all CEI-rated businesses.

Here are the metro-area companies that achieved a perfect score:

AMC Entertainment Holdings Inc.
Armstrong Teasdale LLP
Black & Veatch
Bryan Cave Leighton Paisner LLP
Cerner Corp.
Federal Reserve Bank of Kansas City
H&R Block Inc.
Hallmark Cards Inc.
Husch Blackwell LLP
Polsinelli PC
Shook Hardy & Bacon LLP
Stinson LLP
T-Mobile US Inc.
VMLY&R
Waddell & Reed Financial Inc.

To see all the companies on HRC’s latest CEI, click here.
Annex 5:
Youth Soccer Association Endorsement Letters
To whom it may concern,

As a proud member of the Midwest region and on behalf of the Missouri Youth Soccer Association, please accept our endorsement of the Kansas City 2026 World Cup Bid’s effort to bring the 2026 FIFA World Cup to the heart of America, in Kansas City.

It is our understanding that KC2026 is competing to be selected as one of the 10 US cities to host games during the 2026 FIFA World Cup and we, the Missouri Youth Soccer Association, desire to publicly endorse and support the Kansas City Bid.

As a land of communities known for its hard work, modesty, perseverance and friendliness, we the Missouri Youth Soccer Association, like KC2026, believe the Heartland to be the perfect place to be one of the hosts to the 2026 FIFA World Cup.

Signature: [Signature]

Name & Title: C Nik Bushell - Executive Director

Date: February, 22, 2021
ENDORSEMENT

To whom it may concern,

As a proud member of the Midwest region and on behalf of the Kansas State Youth Soccer Association, please accept our endorsement of the Kansas City 2026 World Cup Bid's effort to bring the 2026 FIFA World Cup to the heart of America, in Kansas City.

It is our understanding that KC2026 is competing to be selected as one of the 10 US cities to host games during the 2026 FIFA World Cup and we, the Kansas State Youth Soccer Association, desire to publicly endorse and support the Kansas City Bid.

As a land of communities known for its hard work, modesty, perseverance and friendliness, we, the Kansas State Youth Soccer Association, like KC2026, believe the Heartland to be the perfect place to be one of the hosts to the 2026 FIFA World Cup.

[Signature]

Name & Title: Joe Burgar, Executive Director - KSYSA

Date: 10/18/2020

KC2026

OFFICIAL WORLD CUP BID CITY
BRING THE WORLD CUP TO THE MIDWEST
To whom it may concern,

As a proud member of the Midwest region and on behalf of the Arkansas Soccer Association, please accept our endorsement of the Kansas City 2026 World Cup Bid's effort to bring the 2026 FIFA World Cup to the heart of America, in Kansas City.

It is our understanding that KC2026 is competing to be selected as one of the 10 US cities to host games during the 2026 FIFA World Cup and we, the Arkansas Soccer Association, desire to publicly endorse and support the Kansas City Bid.

As a land of communities known for its hard work, modesty, perseverance and friendliness, we the Arkansas Soccer Association, like KC2026, believe the Heartland to be the perfect place to be one of the hosts to the 2026 FIFA World Cup.

Signature: [Signature]

Name & Title: James E. Walker, III
Executive Director, Arkansas Soccer Association

Date: 3/14/21

KC2026
OFFICIAL WORLD CUP BID CITY
BRING THE WORLD CUP TO THE MIDWEST
To whom it may concern,

As a proud member of the Midwest region and on behalf of the Illinois Youth Soccer Association, please accept our endorsement of the Kansas City 2026 World Cup Bid’s effort to bring the 2026 FIFA World Cup to the heart of America, in Kansas City.

It is our understanding that KC2026 is competing to be selected as one of the 10 US cities to host games during the 2026 FIFA World Cup and we, the Illinois Youth Soccer Association, desire to publicly endorse and support the Kansas City Bid.

As a land of communities known for its hard work, modesty, perseverance and friendliness, we the Illinois Youth Soccer Association, like KC2026, believe the Heartland to be the perfect place to be one of the hosts to the 2026 FIFA World Cup.

Signature:

Name & Title: Mary Jane Bender, Executive Director

Date: March 8, 2021
ENDORSEMENT

To whom it may concern,

As a proud member of the Midwest region and on behalf of the Iowa Soccer Association, please accept our endorsement of the Kansas City 2026 World Cup Bid’s effort to bring the 2026 FIFA World Cup to the heart of America, in Kansas City.

It is our understanding that KC2026 is competing to be selected as one of the 10 US cities to host games during the 2026 FIFA World Cup and we, the Iowa Soccer Association, desire to publicly endorse and support the Kansas City Bid.

As a land of communities known for its hard work, modesty, perseverance and friendliness, we the Iowa Soccer Association, like KC2026, believe the Heartland to be the perfect place to be one of the hosts to the 2026 FIFA World Cup.

Signature: [Signature]

Name & Title: Dan Cataldi, Iowa Soccer Association Executive Director

Date: February 23, 2021
To whom it may concern,

As a proud member of the Midwest region and on behalf of the Minnesota Youth Soccer Association, please accept our endorsement of the Kansas City 2026 World Cup Bid’s effort to bring the 2026 FIFA World Cup to the heart of America, in Kansas City.

It is our understanding that KC2026 is competing to be selected as one of the 10 US cities to host games during the 2026 FIFA World Cup and we, the Minnesota Youth Soccer Association, desire to publicly endorse and support the Kansas City Bid.

As a land of communities known for its hard work, modesty, perseverance and friendliness, we the Minnesota Youth Soccer Association, like KC2026, believe the Heartland to be the perfect place to be one of the hosts to the 2026 FIFA World Cup.

Signature: [Signature]

Name & Title: Steve May  President

Date: February 16, 2021
To whom it may concern,

As a proud member of the Midwest region and on behalf of the South Dakota Youth Soccer Association, please accept our endorsement of the Kansas City 2026 World Cup Bid’s effort to bring the 2026 FIFA World Cup to the heart of America, in Kansas City.

It is our understanding that KC2026 is competing to be selected as one of the 10 US cities to host games during the 2026 FIFA World Cup and we, the South Dakota Youth Soccer Association, desire to publicly endorse and support the Kansas City Bid.

As a land of communities known for its hard work, modesty, perseverance and friendliness, we the South Dakota Youth Soccer Association, like KC2026, believe the Heartland to be the perfect place to be one of the hosts to the 2026 FIFA World Cup.

Signature:  
Name & Title: Dale Weiler - Technical and Executive Director of South Dakota Youth Soccer  
Date: 2.19.21
Annex 6:
Stakeholder Letters of Support
June 29, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044
Zurich, Switzerland

Dear Ms. Cook:

On behalf of the Greater Kansas City Chamber of Commerce, I am writing to express our organization’s commitment to supporting any initiatives around planning, funding and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. The Greater Kansas City Chamber, our region’s largest Chamber, is proud of the strong relationships we have developed and we pledge to commit time and resources towards mitigating such challenges.

With 2000 businesses and organizations located in both Kansas and Missouri, the KC Chamber is a progressive organization leading our region on a number of important fronts:

- The KC Chamber is the lead organization in development of the KC Welcoming Plan. Developed over 18 months under the Chamber’s leadership, a coalition of 40 local organizations put together a host of coordinated and unified strategies with the ultimate goal of creating a community that is truly welcoming to refugees and immigrants coming to our city.
- We established an “Access to Capital” Task Force, which has brought together area bankers, minority developers, and other stakeholders who are currently working together to increase the availability of capital to our region’s minority businesses.
- Along with our sister organization, the Civic Council of Greater Kansas City, a joint study committee has been looking at ways to improve both police governance and policies. We plan to issue our first recommendations in the next few weeks.
- Our well-attended series on diversity, equity, and inclusion issues and strategies has recently expanded to support of other local chambers of commerce.
- One of the four priorities in our strategic plan is “inclusive prosperity,” and our work in that area includes transportation and childcare. Both issues severely impact job participation, and we are working in collaboration with a number of businesses and organizations to provide solutions to those pernicious problems.
Following the murder of George Floyd in Minneapolis, we developed a series of listening sessions on the Black experience in Kansas City and the nation, serving to better educate the hundreds of people who participated.

Also, on the heels of the George Floyd murder, the Black members of our Board of Directors convened to determine concrete steps the KC Chamber could take in resolving the many issues of systemic racism. Five subcommittees were then formed focusing on: access to capital; access to education; access to employment; professional development; and police governance. Those groups are now hard at work, and include members of the entire Board of Directors.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to unite our region – and the world – right here from the heart of America.

Sincerely,

Joe Reardon
President and CEO
June 28, 2021

Joyce Cook, CBE, OBE  
Chief Social Responsibility & Education Officer  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20  
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

We are writing to express our commitment to supporting any initiatives around planning, funding and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges and opportunities that our community is prepared to address.

The Kansas City Area Development Council (KCADC) is proud of the strong relationships it has developed and pledges to commit time and resources towards mitigating such challenges and furthering the KC region’s commitment as a welcoming, inclusive and equitable destination to visit, live and work.

As the regional economic development organization that acts as the sales and marketing team for the two-state, 18-county Kansas City region, KCADC attracts business and talent to the KC Heartland from around the world. We work every day to help ensure KC is an inviting and welcoming place for new companies and talent to come, and those that are here, to stay.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to unite our region – and the world – right here from the heart of America.

Sincerely,

Tim Cowden  
President & CEO  
KCADC

Lisa Ginter  
CEO, CommunityAmerica Credit Union  
Co-Chair, KCADC Board of Directors

Brian Roberts  
EVP, Director of Operations & Chief Diversity Officer, Lockton Companies  
Incoming Co-Chair, KCADC Board of Directors

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
June 28, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

The Civic Council of Greater Kansas City is an organization composed of the CEOs of many of the largest employers in the greater KC region that works to advance economic prosperity for all. We are writing to express our support for Kansas City’s proposal to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Fortunately, we have invested considerable effort in working together to address the difficult challenges found in our region and in communities across the United States. The Civic Council is one of several sponsoring organizations of KC Rising (kcrising.com), a collaborative and inclusive effort of hundreds of community leaders across our bi-state region to realize a shared vision of regional prosperity.

The leaders involved with KC Rising view cultural assets, such as sports and sporting events, as a force to unify and inspire our region. Through KC Rising and the work of the Civic Council, our business leaders are working every day on such issues as economic inclusion, education, housing, public safety, and eliminating discrimination and racism. Specific actions include:

- annual financial support for Urban Neighborhood Initiative, a community nonprofit serving economically-distressed neighborhoods on Kansas City’s East Side, with a focus on ensuring quality, affordable housing for longtime residents;
- support and legislative advocacy for the rights of individuals to live, work and engage in commerce in Kansas and Missouri without regard to their nationality, race, gender or sexual orientation/identification;
- sponsorship of a Joint Study Committee on Police Governance and Public Safety (JSC), a collaborative group of Kansas City area business and civic leaders convened by the Greater Kansas City Chamber of Commerce and the Civic Council of Greater Kansas City who are evaluating how the Kansas City Police Department's (KCPD) governance, policies, and procedures can build community trust while advancing safety, equity, and justice.

We are dedicated to increasing participation from all segments of our community to build stable wealth and to sustain individuals and neighborhoods. True inclusion means investing in potential everywhere it lives - in every classroom, every ZIP code, and every business plan.

Thank you for your consideration of Kansas City, the heart of America, as a host city for the FIFA World Cup in 2026.

Sincerely,

Marc Everett Hill
President

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
June 28th, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

We are writing to express our commitment to supporting any initiatives around planning, funding, and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. On behalf of our 400+ members and their 225,000 employee representatives, The Mid-America LGBT Chamber of Commerce is proud of the strong relationships it has developed and pledges to commit time and resources towards mitigating such challenges.

The Mid-America LGBT Chamber of Commerce’s mission is to advocate, promote and facilitate the success of the LGBTQ business community and their allies through the guiding principles of equality, inclusion, economics, and education. Through our shared membership, networking opportunities, personal and professional development programming, and political advocacy, we seek to enhance LGBTQ individuals and businesses to foster a more inclusive and vibrant economy in Kansas City and the surrounding region.

Much of our work focuses on establishing non-discrimination laws that include protections based on sexuality and gender identity, improving working conditions for LGBTQ employees in the region, and creating a welcoming community that entices companies, employees, and visitors to our area.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to unite our region – and the world – right here from the heart of America.

Sincerely,

[Signature]

Mid-America LGBT Chamber of Commerce
Executive Director

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
June 28, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

We are writing to express our commitment to supporting any initiatives around planning, funding and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. Heartland Black Chamber of Commerce (HBCC) is proud of the strong relationships it has developed and pledges to commit time and resources towards mitigating such challenges.

HBCC is an organization of businesses and professionals seeking to further their collective interests, while advancing their community. The Chamber missions has five principal goals: Building communities (regions/states/nations) to which residents, visitors and investors are attracted; Promoting those communities; Striving to ensure future prosperity via a pro-business climate; Representing the unified voice of the employer community; and a well-functioning network of partnerships.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to unite our region – and the world – right here from the heart of America.

Sincerely,

Kim Randolph,
CEO/President
kim@heartlandblackchamber.com

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
June 24, 2021

Joyce Cook, CBE, OBE  
Chief Social Responsibility & Education Officer  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20  
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

Hello, Joyce. We’re writing to express our commitment to supporting any initiatives around planning and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the 2026 FIFA World Cup.

We understand that hosting the largest sporting event in the world requires focused collaboration between many from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. The Olathe Chamber of Commerce and the Olathe Convention & Visitors Bureau are proud of the strong relationships we’ve developed across the region, and pledge to commit the time and energy to meet those challenges head on.

The Olathe Chamber is the voice of business that advances the economic well-being and quality of life in our community. That commitment extends to our entire region as we promote awareness about our community and region with the help of our Olathe Convention & Visitors Bureau. We work in partnership with Visit KC, the Kansas City Sports Commission & Foundation, the Kansas City Area Development Council, and many other regional entities to drive tourism to the Kansas City area and welcome the chance to collaborate on such a fantastic opportunity.

We appreciate your consideration of Kansas City to serve as a host city for the 2026 FIFA World Cup. We’re more than prepared to unite our region – and the world – right here in the heart of America.

Sincerely,

Tim McKee  
CEO  
Olathe Chamber of Commerce

Kelly Peetoom  
Vice President  
Olathe Convention & Visitors Bureau

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
June 28, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce:

The Overland Park Chamber of Commerce is proud to express our support of regional initiatives to plan, fund and execute the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026. This is truly an exciting event our entire region and country will celebrate hosting.

We understand that hosting the largest sporting event in the world requires focused, intentional collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our region is prepared to address. Based upon the strong relationships we have in the region, the Chamber pledges to commit time and resources towards mitigating such challenges and make the World Cup Event in Kansas City a tremendous success.

Overland Park is located on the Kansas side of the state line of Kansas City. We’re the second largest city in the metropolitan region, and the second largest city in the state of Kansas. The Overland Park community’s vision is to be innovative, forward-thinking and welcoming. Our organization supports community initiatives such as the City’s non-discrimination ordinance to advance this vision. In our recent quality of life poll, nearly 90% of voters rated our community as welcoming.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are excited about this opportunity and ready to demonstrate our preparation for your event which unites the world – right here from the heart of America.

Sincerely,

Tracey Osborne Oltjen, CCE
President & CEO

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
June 29th, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

We are writing to express our commitment to supporting any initiatives around planning, funding and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. Run to Stop It is proud of the strong relationships it has developed and pledges to commit time and resources towards mitigating such challenges.

Run to Stop It has been working for over 10 years to support organizations in Kansas City and around the country to end human trafficking. Each year we raise money to sponsor different groups who work to prevent exploitation, raise awareness of these crimes in the United States, and work with survivors to help them have the lives and happiness they deserve.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to unite our region – and the world – right here from the heart of America.

Sincerely,

Phillip O’Reilly
Run to Stop It
President

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
June 29, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

We are writing to express our commitment to supporting any initiatives around planning and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. The Kansas City, Kansas Chamber of Commerce is proud of its strong relationships and is willing to commit networks and partnerships towards mitigating any challenges that might arise.

Wyandotte County/Kansas City, Kansas is one of the most diverse metros in the country with no ethnic majority. The Kansas City Kansas Chamber of Commerce membership is made up of small, local business as well as large corporate partners and community stakeholders in the metro region (Kansas and Missouri). The KCK Chamber believes strongly in collaboration and partnerships for positive impact. The KCK Chamber is honored to submit this letter of consideration alongside our partners.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to unite our region – and the world – right here from the heart of America.

Sincerely,

Daniel Silva
President & CEO
KCK Chamber of Commerce

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
Annex 7:
November 23, 2021
FIFA Human Rights Meeting Presentation and List of KC2026 Participants
IN THE HEART OF IT ALL
UNITING A REGION
The Vision:

UNITING A REGION

In hosting the 2026 FIFA World Cup™ Kansas City will further UNITE our region, and serve to amplify our plans of an even greater way of life for ourselves, our neighbors, and our children.
PASSION. EXPERIENCE. REGIONALITY.
PASSION. EXPERIENCE. REGIONALITY.

With a focused commitment to respecting and protecting Human Rights.
KC2026 LLC

KC2026 HUMAN RIGHTS STAKEHOLDER ENGAGEMENT PROCESS

Ergon Report Received
- Circulated to key stakeholder groups for review and to share with key constituent groups

Held Briefing Meeting with Key Stakeholders
- Briefed stakeholder groups on bid process to date (mostly via virtual meetings)
- Reviewed report in detail with a focus on key issues identified
- Sought feedback on potential Risk Levels and requested detailed information from stakeholder groups

Created Shared Digital Folder to Aggregate Info
- Bid Director managed inputs and sourced clarifying information while drafting Stakeholder Engagement Report
- Reviewed drafts with stakeholder groups
- Held on-going meetings

Submitted Stakeholder Engagement Report

Continued to Involve Additional Stakeholder Groups
- Increased communication at the state level (both Kansas & Missouri)
- Kicked off discussions around development of KC2026 Human Rights Task Force
<table>
<thead>
<tr>
<th>LEAD STAKEHOLDER GROUPS</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>State of Missouri</td>
<td>Host City - Competition Venue &amp; training facilities</td>
</tr>
<tr>
<td>State of Kansas</td>
<td>County Seat of Host City - location of competition venue</td>
</tr>
<tr>
<td>City of Kansas City, Missouri</td>
<td>Host County/City - training facilities</td>
</tr>
<tr>
<td>Jackson County, Missouri</td>
<td>Municipal Sports Commission</td>
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<tr>
<td>Unified Government of Wyandotte County/ Kansas City, KS</td>
<td>Convention &amp; Visitors Bureau/Destination Marketing Org</td>
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<td>Greater Kansas City Sports Commission &amp; Foundation</td>
<td>Local Business Network</td>
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<td>Visit KC</td>
<td>NFL Team/Competition Venue</td>
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<td>Greater Kansas City Chamber of Commerce</td>
<td>MLS Team</td>
</tr>
<tr>
<td>Kansas City Chiefs/Arrowhead Stadium</td>
<td>NWSL Team</td>
</tr>
<tr>
<td>Sporting Kansas City</td>
<td>MLB Team</td>
</tr>
<tr>
<td>Kansas City Current</td>
<td>LARGEST SOCCER COACHES ORGANIZATION IN THE WORLD</td>
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<tr>
<td>Kansas City Royals</td>
<td>AMERICA'S LARGEST SOCCER LEAGUE AND TOURNAMENT HOST</td>
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<tr>
<td>United Soccer Coaches</td>
<td>MISSOURI, KANSAS, ARKANSAS, ILLINOIS, IOWA, MINNESOTA, NEBRASKA,</td>
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<td>Heartland Soccer Association</td>
<td>OKLAHOMA, SOUTH DAKOTA</td>
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<td>Youth Soccer Associations</td>
<td></td>
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<td>KEY CONSTITUENT GROUPS (not an exhaustive list)</td>
<td>Regional Economic Development Group</td>
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<tr>
<td>-----------------------------------------------</td>
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<tr>
<td>Kansas City Area Development Council</td>
<td>Composed of the leadership of the largest, private employers in the Kansas City region</td>
</tr>
<tr>
<td>Civic Council of Greater Kansas City</td>
<td>Advocates, promotes and facilitates the success of the LGBT business community and their allies through the guiding principles of equality, inclusion, economics and education</td>
</tr>
<tr>
<td>LGBT Mid America Chamber of Commerce</td>
<td>Supports entrepreneurs, community concerns, and business organizations in developing and growing Black enterprises</td>
</tr>
<tr>
<td>Heartland Black Chamber of Commerce</td>
<td>Seeks to raise awareness and finances to support organizations involved in the global abolition movement to end human sexual trafficking</td>
</tr>
<tr>
<td>Run to Stop It</td>
<td>Federation of 57 National and International Labor Unions</td>
</tr>
<tr>
<td>Greater Kansas City AFL-CIO</td>
<td>Trade Association</td>
</tr>
<tr>
<td>Minority Contractors Association</td>
<td>Industrial Union</td>
</tr>
<tr>
<td>Local 500</td>
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</tr>
<tr>
<td>Black Chamber of Commerce of Greater Kansas City</td>
<td>Promote, sustain and maintain economic progress for Black-owned enterprises in the metropolitan area</td>
</tr>
<tr>
<td>Kansas City Area Transit Authority (KCATA)</td>
<td>Bi-state agency charged with serving the transportation and development needs of the Kansas City region</td>
</tr>
<tr>
<td>reStart</td>
<td>Empowers individuals and families to prevent, navigate or end homelessness</td>
</tr>
</tbody>
</table>
August 12, 2021

The City Council of Kansas City, MO unanimously voted to retitle The Human Rights Department (HRD) to the “Civil Rights & Equal Opportunity Department” for greater transparency and recognition by constituents.

November 15, 2021

The City Council of Kansas City, MO accepted a grant awarded by the Health Forward Foundation to support the establishment of an Office of Racial Equity and Reconciliation and to establish an Equity Task Force to help the City achieve racial equity.

November 18, 2021

Kansas City scored a 100/100 on the Human Rights Commission’s 2021/2022 Municipality Equality Index—based on Kansas City’s non-discrimination laws, Kansas City as an employer, municipal services, law enforcement, and leadership on LGBTQ+ equality.

GENERAL

• The city will now be including gender affirming/gender reassignment healthcare treatments and procedures under our traditional healthcare plan coverage
• The city has established the foundation for new services and support for LGBTQ owned businesses in Kansas City through CREO
• Public restroom facilities must be gender neutral/all gender facilities (to the extent feasible) and we now permit anyone to use the restroom that matches gender expression
STRUCTURE OF HOST CITY COMMITTEE

KC2026 LLC

Jackson County

Kansas City, MO

Wyandotte County & Kansas City, KS

Legal

Executive Director

Finance & Insurance

Human Rights Task Force
**OUR MISSION IS:**

To provide strategic advice and guidance to the KC2026 LLC as it engages in the protection of Human Rights including (but not limited to) civil, political, social, economic and cultural rights.

To develop a comprehensive mitigation plan to reduce the potentially negative impacts of hosting the 2026 FIFA World Cup.

To support the development an impactful Legacy Project that ensures continued focus on the protection of Human Rights.
IN THE HEART OF IT ALL
UNITING A REGION

PASSION. EXPERIENCE. REGIONALITY.

THANK YOU
<table>
<thead>
<tr>
<th>FIRST</th>
<th>LAST</th>
<th>TITLE</th>
<th>ORGANIZATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matt</td>
<td>Kenny</td>
<td>Executive Vice President</td>
<td>Arrowhead Operations &amp; Events</td>
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<tr>
<td>Katherine</td>
<td>Chandler</td>
<td>Senior Associate City Attorney</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Darrell</td>
<td>Everette</td>
<td>Manager of Procurement Services</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Matthew</td>
<td>Gigliotti</td>
<td>City Attorney</td>
<td>City of Kansas City, MO</td>
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<td>Kimiko</td>
<td>Gilmore</td>
<td>Deputy City Manager</td>
<td>City of Kansas City, MO</td>
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<td>Joseph</td>
<td>Guarino</td>
<td>Senior Associate City Attorney</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Geoff</td>
<td>Hinkle</td>
<td>Emergency Management Coordinator</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Dustin</td>
<td>Johnson</td>
<td>Associate City Attorney</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Charles</td>
<td>Leap</td>
<td>Budget Analyst</td>
<td>City of Kansas City, MO</td>
</tr>
<tr>
<td>Nelson</td>
<td>Munoz</td>
<td>Deputy City Attorney</td>
<td>City of Kansas City, MO</td>
</tr>
<tr>
<td>Brian</td>
<td>Platt</td>
<td>City Manager</td>
<td>City of Kansas City, MO</td>
</tr>
<tr>
<td>Jennifer</td>
<td>Tidwell</td>
<td>Division Manager, Housing &amp; Community Development</td>
<td>City of Kansas City, MO</td>
</tr>
<tr>
<td>Jason</td>
<td>Waldron</td>
<td>Transportation Director</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Emalea</td>
<td>Black</td>
<td>Assistant City Attorney</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Eluard</td>
<td>Alegre</td>
<td>Assistant City Attorney</td>
<td>City of Kansas City, MO</td>
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<tr>
<td>Koree</td>
<td>Loya</td>
<td>City Attorney</td>
<td>City of Kansas City, MO</td>
</tr>
<tr>
<td>Patrick</td>
<td>&quot;Duke&quot;</td>
<td>President</td>
<td>Greater Kansas City AFL-CIO</td>
</tr>
<tr>
<td>David</td>
<td>Pruente</td>
<td>SVP, Strategic Partnerships</td>
<td>Greater Kansas City Chamber of Commerce</td>
</tr>
<tr>
<td>Caleb</td>
<td>Clifford</td>
<td>Chief of Staff</td>
<td>Jackson County Executive</td>
</tr>
<tr>
<td>Kathy</td>
<td>Nelson</td>
<td>President &amp; CEO</td>
<td>Kansas City Sports Commission &amp; Foundation</td>
</tr>
<tr>
<td>Karl</td>
<td>Oakman</td>
<td>Chief of Police</td>
<td>Kansas City, Kansas Police Department</td>
</tr>
<tr>
<td>Martin</td>
<td>Cobbinah</td>
<td>Captain / City Hall Liaison</td>
<td>Kansas City, Missouri Police Department</td>
</tr>
<tr>
<td>Michael</td>
<td>Hicks</td>
<td>Deputy Chief</td>
<td>Kansas City, Missouri Police Department</td>
</tr>
<tr>
<td>Joseph</td>
<td>Mabin</td>
<td>Deputy Chief</td>
<td>Kansas City, Missouri Police Department</td>
</tr>
<tr>
<td>Doug</td>
<td>Niemeier</td>
<td>Deputy Chief, Executive Services Bureau</td>
<td>Kansas City, Missouri Police Department</td>
</tr>
<tr>
<td>Jennifer</td>
<td>Weimhold</td>
<td>Sergeant</td>
<td>Kansas City, Missouri Police Department</td>
</tr>
<tr>
<td>Mike</td>
<td>Wood</td>
<td>Deputy Chief</td>
<td>Kansas City, Missouri Police Department</td>
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<tr>
<td>Katherine</td>
<td>Fox</td>
<td>Director</td>
<td>KC2026 FIFA World Cup Bid</td>
</tr>
<tr>
<td>James</td>
<td>Connelly</td>
<td>KCMO Emergency Management Director</td>
<td>KCMO Emergency Management Director</td>
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<tr>
<td>Aaron</td>
<td>Borns</td>
<td>VP, Marketing</td>
<td>Sporting Kansas City</td>
</tr>
<tr>
<td>David</td>
<td>Toland</td>
<td>Lieutenant Governor</td>
<td>State of Kansas</td>
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<tr>
<td>James</td>
<td>Bain</td>
<td>Assistant Counsel</td>
<td>Unified Government of Wyandotte County/Kansas City, KS</td>
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<tr>
<td>Patrick</td>
<td>Waters</td>
<td>Deputy Chief Counsel</td>
<td>Unified Government of Wyandotte County/Kansas City, KS</td>
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<td>Nathan</td>
<td>Hermiston</td>
<td>SVP, Convention Sales &amp; Services</td>
<td>Visit KC</td>
</tr>
<tr>
<td>Ruth</td>
<td>Glover</td>
<td>Executive Director</td>
<td>Kansas Human Rights Commission</td>
</tr>
</tbody>
</table>

FIFA Human Rights Meeting - KC2026 Participants

11/23/2021
Annex 8:
Kansas City: 2026 FIFA World Cup Human rights evaluation follow up questions (prepared by Ergon) and responses (prepared by KC2026)
Background

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

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

Follow up questions

Based on the review of submitted materials and the conversation with the city’s bid team, Ergon has prepared an updated list of questions to provide cities with the opportunity to clarify or strengthen their submission on the human rights component of their bids. It is recommended that additional information presented in the city discussion and any additional evidence and information is reflected in the final written addendum submission.

Stakeholder engagement

1. Could the city confirm whether there were any considerations made regarding how to make engagement accessible to different stakeholders? If so, what were these and how did this influence engagement (e.g. holding virtual meetings)

The KC2026 Bid Committee held (and still holds) most Executive Committee Meetings and Human Rights Stakeholder Engagement Report specific meetings virtually to allow for as many participants as possible to join. This type of convenient and flexible access is important as we need to accommodate many stakeholders and constituents from Missouri, Kansas and the surrounding region. Meetings are consistently well attended due to this structure.

2. It appears that a number of proposed stakeholders listed in the Ergon report were not engaged with by the city for the purpose of discussing tournament related issues (e.g. housing charities, children organizations and community and civil society based organisations). If this was the case, what is the reasoning? Does the city consider the tournament to impact additional rightsholders, other than those identified in the Ergon report?

The KC2026 Executive Committee has followed a process through which stakeholder representatives engaged the key constituent groups (as listed in the Ergon report) for feedback on the content contained within that report. This engagement was organized based on shared business goals. For example, the Greater Kansas City Chamber of Commerce acts as a key stakeholder within the KC2026...
Bid Committee. Leveraging their relationships, they engaged like-minded organizations including (but not limited to) the LGBT Mid America Chamber of Commerce and the Heartland Black Chamber of Commerce. Another example would be the city of Kansas City, Missouri (a key stakeholder) taking the lead on engaging with the Kansas City Area Transit Authority (KCATA). The key stakeholders were then accountable for relaying any information back to the Executive Committee and the Bid Director to incorporate into the initial stakeholder engagement report as submitted.

A stakeholder group that was not specifically identified in the Ergon report but that the KC2026 Bid Committee will engage will encompass constituents tied to the environmental impact and sustainability goals of hosting the World Cup.

3. If possible, please provide additional information on any topics discussed or captured outcomes from stakeholder engagement.

Stakeholder and constituent engagement was substantial and is on-going. Some additional topics that have emerged through that engagement are outlined below.

**Making the FIFA World Cup more Accessible**

The KC2026 Bid Committee is committed to making the 2026 FIFA World Cup safe, enjoyable, inclusive and accessible for everyone involved. By engaging organizations such as Variety KC and The Whole Person, we will leverage their experience and resources to deliver against that goal. One idea that emerged through discussions was to create a KC2026 FIFA World Cup Inclusive Guide, like this one which was created for children to identify inclusive additions to Kansas City area parks and attractions. This KC2026 FIFA World Cup Inclusive Guide would be created during the planning phase of the event (in preparation for the execution phase) and would be accessible via the KC2026.com website. It would include general information about inclusive spaces around Kansas City, as well as spaces specific to the FIFA World Cup (Fan Fest, competition venue, etc).

**Extending the Ride KC Streetcar**

On September 30, the KC Streetcar Authority (KCSA) Board members approved a financial contribution to study a major East-West public transit corridor in the heart of Kansas City. The KCSA and the Kansas City Area Transportation Authority (KCATA) will study multi-modal transit options for improved East-West connections (read full media release here). Kansas City being named a Host City for the 2026 FIFA World Cup would provide a mechanism for the city to create this new light rail transit line through underserved and low-income communities, connecting these residents to jobs, support services, and many more opportunities. It will also catalyse redevelopment of these neighbourhoods.

**DEI Training**

The Kansas City Sports Commission & Foundation completed a two-day, in-person DEI Training Course moderated and led by the University of Missouri-Kansas City’s Office of Diversity & Inclusion.

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

Yes, key stakeholders were given the opportunity to contribute content to the report, as well as review, comment and edit prior to submission. The report (as submitted in June 2021) was distributed to the KC2026 Executive Committee - members of which were encouraged to share more widely, especially with constituent groups that were engaged during the process.
5. Can the city provide any letters of support from public bodies?

The KC2026 Bid Committee has sourced letters of support from the following organizations:

**KC2026 Bid (as originally submitted):**
- U.S. Senator Roy Blunt (Missouri)
- Former Governor Sam Brownback (Kansas)
- U.S. Representative Emanuel Cleaver (Missouri)
- U.S. Representative Sam Graves (Missouri)
- Former Governor Eric Greitens (Missouri)
- U.S. Senator Jerry Moran (Kansas)
- Former U.S. Senator Pat Roberts (Kansas)
- Former U.S. Representative Kevin Yoder (Kansas)

**Youth Soccer Association Endorsements:**
- Arkansas Soccer Association
- Illinois Youth Soccer Association
- Iowa Soccer Association
- Kansas Youth Soccer Association
- Minnesota Youth Soccer Association
- Missouri Youth Soccer Association
- Nebraska State Soccer Association
- Oklahoma Soccer Association
- South Dakota Youth Soccer Association

**Human Rights (to support Stakeholder Engagement Report):**
- Civic Council of Greater Kansas City (page 77)
- Global FC (page 113)
- Greater Kansas City AFL-CIO (page 109)
- Greater Kansas City Chamber of Commerce (page 74)
- Heartland Black Chamber of Commerce (page 79)
- Kansas City Area Development Council (page 76)
- Kansas City Kansas Chamber of Commerce (page 83)
- LGBT Mid-America Chamber of Commerce (page 78)
- Minority Contractors Association (page 110)
- Olathe Chamber of Commerce (page 80)
- Overland Park Chamber of Commerce (page 81)
- Run to Stop It (page 82)
- Variety Children’s Charity of Greater Kansas City (page 111)
- Visit KC (page 108)

6. Could the city share any progress in the development of a plan for further stakeholder engagement? Have stakeholders been involved in the development of plans for further stakeholder engagement?

Following the submission of the first version of the Stakeholder Engagement Report, the KC2026 Bid Committee created an organizational chart outlining what the structure of the incorporated KC2026 LLC could look like. This chart was presented to the FIFA Delegation during the Host City Meeting portion of the Kansas City site visit on October 21. After that, and following meetings and conversations with stakeholders, this organizational chart was revised to reflect the creation of a KC2026 LLC Human Rights Task Force (please see the revised org chart contained within this report on
Risk assessment and mitigation measures

7. Could the city describe its risk assessment process? (e.g. how risks highlighted by Ergon were taken into consideration, how other risks were identified, what sources of information were consulted). Could the city describe how stakeholders were engaged to build understanding of adverse impacts?

The KC2026 Executive Committee held several meetings to review the report. Stakeholders identified constituent groups for engagement around the report, including to assist with providing clarifying information on the content. Subsequent meetings were held to discuss and align in agreement around the assigned levels of risk.

8. Has the city taken into account stakeholder input in order to make an assessment on the severity of identified risks? Would mitigation measures be key to preventing risk from materialising?

Stakeholder input was critical in helping assess the risk levels for the potential Human Rights challenges that were identified. Key members of the stakeholder groups represented as part of the KC2026 Executive Committee engaged constituent groups for input as well. Identification, assessment and evaluation of risks throughout the planning phase will be key to prevent such risk from materialising during execution of the event. Dialogue with stakeholders across all sectors including regional, state and local government and both private and public entities is constant and on-going.

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

It is expected that risk assessment and mitigation measures will change during the years leading into the 2026 FIFA World Cup – and it has been accepted that the global pandemic has (in many ways) permanently changed considerations around planning and executing large-scale sporting events. By establishing a Human Rights Task Force within the KC2026 LLC immediately following incorporation (see question 11 below), we will create a goal-oriented team tasked with maintaining structure and delivering consistency across all Human Rights areas to be considered while planning the event.

10. Regarding planned measures presented in the report, will diversity equity and inclusion training continue for all new employees in WYCO/KCK up until 2026 or beyond? Are plans for the mentioned diversity recruitment drive being rolled out?

DEI training is and will continue to be part of the training curriculum throughout WYCO/KCK. Diversity, equity, inclusion, and accessibility (DEIA) has been incorporated into the training catalogue and ongoing training will continue to be developed and customized for all levels of the workforce from executive leadership, management, and front-line staff. Training is delivered in a variety of ways to ensure all WYCO/KCK employees have access to the training. Presently, the DEIA training model consists of four separate training sessions which define, examine, and encourage the facilitation of conversations surrounding diversity, equity, inclusion, and accessibility.

Additionally, the diversity recruitment drive as positioned by Kansas City, MO has been rolled out recently resulting in being recognized with a perfect score (100 points) on the 2021 Municipal Equality Index.
Index (click here to view full release). Steps taken to support equity for residents and employees include (but are not limited to):

- City Council passed ordinance protecting youth from conversion therapy
- Creation of the City’s first Chief Equity Officer position
- New policies and supportive resources for LGBTQ businesses Inclusion of gender affirming treatments and procedures in the City’s healthcare plans (effective May 1, 2022)
- Launched Employee Resource Group called KC Proud
- Enacted all-gender restroom facilities policy for city buildings
- First Pride Progress flag-raising at City Hall for any government building in the state of Missouri
- Created LGBTQ+ Commission
- Providing city sponsorships and support for two Pride festivals

11. Could the city confirm how stakeholders would be involved in the development and implementation of these and other measures for addressing risk and implementing opportunities? How would that engagement take place?

As part of the KC2026 LLC Operating Agreement, a Human Rights Task Force comprised of the Executive Director and independent stakeholders from the government entities partnered under the LLC (Kansas | Missouri | Jackson County, Missouri | Kansas City, Missouri | Wyandotte County, Kansas/Kansas City, Kansas) would be established. This Human Rights Task Force would support focused engagement with key constituent groups and would serve:

1) To provide strategic advice and guidance to the KC2026 LLC as it engages in the protection of Human Rights including (but not limited to) civil, political, social, economic and cultural rights.

2) To develop a comprehensive mitigation plan to reduce the potentially negative impacts of hosting the 2026 FIFA World Cup.

3) To support the development of an impactful Legacy Project that ensures continued focus on the protection of Human Rights.

Complaints and remedy

12. Could the city confirm whether the proposed microsite providing information regarding the tournament in Kansas City would allow for complaints to be raised? How would complaints be addressed? If relevant, does the city believe this mechanism may help support vulnerable groups in raising concerns and receiving remedy? In what way?

Yes – the website/platform that we currently leverage (www.kc2026.com) would be enhanced to become an all-encompassing, multi-functional website that provides the public with critical information relative to the planning and execution of the 2026 FIFA World Cup. Complaints could be received via a fully integrated submission portal, the development of which would be informed by existing platforms leveraged by key stakeholders and constituent groups including (but not limited to) the Kansas City Missouri Civil Rights Division, the Kansas Human Rights Commission and the Kansas City Missouri Police Department. The KC2026 LLC Human Rights Task Force would be responsible for evaluating concerns and identifying which constituent groups should be engaged to help address and remedy the issues raised. This portal would help streamline communication around potential human rights impacts associated with hosting the tournament. And, because of the depth of the Human Rights Task Force, would be able to move more quickly through resolution.
13. Has the city considered how stakeholders will be engaged to help resolve issues and provide remedy?

The purpose of our KC2026 Human Rights Task Force would be to take the lead on evaluating any issues that may arise in conjunction with the planning and execution of the 2026 FIFA World Cup. The foremost concern and responsibility of this task force is to protect the Human Rights of these stakeholder and constituent groups. Please see question 11 above.

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

Yes – the KC2026 Bid Committee understands the tremendous responsibility that comes with hosting this mega sporting event and is confident in our ability to deliver a 2026 FIFA World Cup that is safe and welcoming for everyone involved. The KC2026 LLC would seek to implement a forward-thinking plan to address any potential issues that may arise (as well as a mitigation process). But unforeseen challenges may arise. As such, we would commit to providing remedy for any adverse impacts – anticipated and unforeseen.

**Implementation of opportunities for a positive human rights legacy**

15. Could the city describe what measures will be rolled out for the implementation of opportunities for a positive human rights legacy and how stakeholders will be involved in developing them? How will the tournament support their implementation beyond 2026?

Legacy planning around the 2026 FIFA World Cup will be critical to measuring the success of the event. Ensuring a positive lasting impact beyond simply hosting matches will be as important (or more important) than the financial, economic and marketing gains that could be achieved. The KC2026 LLC has a responsibility to protect and respect the human rights of workers, fans, volunteers and members of the local community and surrounding region. The KC2026 Human Rights Task Force will be the driving force behind ensuring stakeholders are engaged throughout every stage of the event from planning through execution and beyond. And the task force will not dissolve immediately following the close of the tournament. It will remain an active entity that continues to serve as an advisory committee dedicated to promoting equity and fairness that is reflective of FIFA’s own Human Rights Policy.

**Additional questions**

16. Please incorporate any stakeholder comments shared during the human rights call with FIFA and Ergon, for example, views from trade unions, and any updated input from external stakeholders received since the exchange.

The Kansas Human Rights Commission requested an edit to the ORIGINAL Stakeholder Engagement Report (original page 10, paragraph 3 – now page 20, paragraph 3):

On the Kansas side, in January 2019, as her first order of business, newly elected Governor Laura Kelly signed an executive order protecting LGBTQ state employees and contractors from discrimination. In August 2020, the Kansas Human Rights Commission concurred that Kansas Act Against Discrimination prohibitions on sex discrimination include LGBTQ+ for housing, public accommodation, and housing discrimination complaints and began hearing claims from people who allege they are being mistreated because of their sexual orientation or gender identity. A link to the KHRC Guidance, which was issued in September 2020 to effectuate that prohibitions on sex
discrimination include LGBTQ+ for the KHRC, is here.

Visit KC (a key stakeholder within the KC2026 Bid Committee) has deepened engagement with ECPAT-USA (the leading anti-trafficking policy organization in the United States) to more proactively address efforts to lead the Kansas City region and the hotel and hospitality community in the fight against child sex trafficking. Please see the letter of support provided (page 108) that further outlines their commitment to working with the KC2026 LLC on efforts specific to the FIFA World Cup.

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

The KC2026 Human Rights Task Force will create and execute a strategic plan to effectively engage stakeholders and constituents during the planning of the event, and through complete execution of the event. This will be achieved through on-going meetings and continued engagement. The KC2026 LLC will be accountable to them for all things related to Human Rights.
Annex 9:
Additional Stakeholder and Constituent Letters of Support
December 9, 2021

Ms. Katherine Fox
KC 2026 World Cup Bid Director
2600 Grand Blvd.; #100
Kansas City, MO 64108

Dear Katherine,

Visit KC is a proud partner of the KC2026 World Cup and engaged in the support of the Host City Committee Human Rights Task Force.

To that effort, this letter will serve to highlight Visit KC’s current initiatives with ECPAT-USA and specifically for this purpose, to address pro-active and endorsed efforts to lead the Greater Kansas City region and our hotel and hospitality community in the fight against child sex trafficking.

ECPAT-USA is the leading anti-trafficking policy organization in the United States. As a member of ECPAT International, ECPAT-USA belongs to a network of organizations in more than 100 countries all working together to end the commercial sexual exploitation of children.

Visit KC’s efforts (in partnership with the Hotel & Lodging Association of Greater Kansas City) center around ECPAT USA’s private sector engagement resources and bringing those resources to our hotel and hospitality community for strategic implementation. As part of this and continually through 2026 and beyond, Visit KC will be partnering with ECPAT-USA as an official Action Agent for Protection. This will provide our region a more enhanced partnership that will cater to our frontline workers, including risk mitigation, training and education, and more robust employee engagement in the arena of child sex trafficking.

As we look ahead specifically to 2022, we will be rolling out the first phase of hotel e-learning (available in 17 languages) to our nearly 100 individual hotels (and their collective thousands of team-members) that make up the Visit KC and Hotel & Lodging Association of Greater Kansas City membership. This will provide our destination and hotel community the baseline of training to build on as we continue to enhance this partnership. Future growth and training will include dedicated webinars for our hospitality workers on understanding human trafficking and the intersection of the hospitality and hotel community.

Lastly, should Kansas City be selected as a host city, Visit KC would be honored to lead and/or participate in a collective effort amongst all selected cities to engage in this consistent hotel training resource in an effort to position the FIFA World Cup on the cutting edge of human and child trafficking training amongst front line staff in all World Cup Cities.

We look forward to staying engaged and supporting the KC 2026 World Cup bidding efforts and being a leader with regards to the Human Rights Task Force initiative.

Best,

Nathan Hermiston
Senior Vice President, Convention Sales & Services
Visit KC
12-7-21

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

We are writing to express our commitment to supporting any initiatives around planning, funding and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. The Greater Kansas City AFL-CIO is proud of the strong relationships it has developed and pledges to commit time and resources towards mitigating such challenges.

Our goal is to create an environment of mutual respect and cooperation with the labor and management entities that will make FIFA proud. We will do this by working with other stakeholders, in advance of the selection, to create a fair and impartial way to mediate concerns employment. Our organization will work hard to create a transparent process that will show the world that all workers associated with the World Cup in Kansas City are respected and that their rights are honored by FIFA.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to unite our region – and the world – right here from the heart of America.

Sincerely,

Patrick A Dujakovich, President
Greater Kansas City AFL-CIO

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
Dear FIFA Selection Committee,

First let me say, Kansas City would be an outstanding choice to host FIFA World Cup matches! Aside from the fact that Kansas City is located in a football-centric metropolis that has invested significantly in the sports infrastructure on both sides of the great Missouri River, Kansas City has also demonstrated a commitment to equity and inclusion of minority contractors, constructors and craftspersons in city construction contracting and procurement.

Kansas City is the only city in the state of Missouri to invest in three business enterprise disparity studies to maintain the certification and inclusion goals for minorities and women entrepreneurs in the award of construction, goods and services. Equality and inclusion are shared values in Kansas City and my members have benefitted tremendously from business opportunities created by the program. In observing the construction impact FIFA has had in other communities, I am excited about bringing the matches of the FIFA World Cup to Kansas City!

Clearly, Kansas City is a fertile place for the development of Minority-owned and led businesses. While not always perfect, the City has committed to the development of a racially diverse labor force. In 2013, the city codified a workforce ordinance to guarantee that minority and woman craftspersons would be guaranteed the access and opportunity to have employment opportunities on city funded and incentivized construction projects. In 2018, Kansas City funded an exclusive workforce disparity analysis to establish improvements to the workforce ordinance. Businesses who compete for any public construction procurement must meet both company-wide and project-specific goals for minority hiring goals.

These programs, along with the investment in the Civil Rights and Equal Opportunity Department of the City are hallmarks of the progression of our great twin cities—Kansas City, Missouri and Kansas City, Kansas. As Executive Director of the Minority Contractors Association of Greater Kansas City, I fully support the City of Kansas City, Missouri and join as a collective voice in saying—WE WANT THE WORLD CUP!

Sincerely,

Joseph Mabin
Executive Director
December 9, 2021

Joyce Cook, CBE, OBE
Chief Social Responsibility & Education Officer
Fédération Internationale de Football Association (FIFA)
FIFA-Strasse 20
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

We are writing to express our commitment to supporting any initiatives around planning, funding and executing the event should Kansas City be fortunate enough to be awarded the opportunity to host the FIFA World Cup in 2026.

We understand that hosting the largest sporting event in the world requires focused collaboration between many key stakeholders from across our city and region. Successfully producing an event of this magnitude presents a unique set of challenges that our community is prepared to address. Variety Children’s Charity of Greater Kansas City is proud of the strong relationships it has developed and pledges to commit time and resources towards mitigating such challenges.

Variety the Children’s Charity of Greater Kansas City is a driving force for the inclusion of kids with special needs and ALL kids. In nearly 90 years of serving the Kansas City community, we are most proud of the inclusion revolution of the past decade and KC’s role as a nationwide leader in diversity and inclusion.

The strength of a community starts with the development of its youth. With that as a focus, Variety KC began to partner with KCMO Parks and Recreation to make playgrounds and ballfields inclusive. As the list of projects grew and impact was being felt, P&R made a commitment to overhaul every one of their properties so that all kids have a chance to engage, play together, and learn from each other. Recognizing that facilities still had barriers (particularly bathroom construction), Variety began installing universal changing tables in high profile locations. The city responded by passing an ordinance that all new construction must offer the same access and universal equipment.

Making sure every child has the chance to Be Active, Be Social, and Belong - Variety KC began looking for hidden barriers to youth sports, to theater and the arts, and to necessary physical activity. This resulted in an inclusive Zoo hosting over a million visitors per year, professional sports stadiums with sensory rooms, communication boards, employment opportunities, and tools to engage all families living or visiting KC.

Soon KC will open its new airport, with a sensory play area, sensory room and simulator to allow families to travel easier and to welcome guests to our city in a way that shows our understanding and commitment to inclusion.
In the area of soccer alone, Variety KC has partnered with Sporting KC at a stadium featuring sensory rooms to relieve stress, sensory kits that allow children to relax and enjoy the match longer, and communication aids to assist in understanding. Together we are partnering with a new athletic park in the Northland which features (to the best of our knowledge) the first OUTDOOR Power Soccer Field. Rather than playing on a gym floor or basketball court, this new field allows for power wheelchairs in an outdoor setting - one more way to make players and fans feel truly included. There will be fields available for adaptive sports of all kinds, offering opportunities for vision and hearing challenged players as well as players with mobility challenges.

From the first wheel-chair accessible treehouse to coffee shops equipped with harness systems to let people in wheelchairs “stand” independently and have free use of their hands - Variety and KC are not hesitant to create inclusion solutions to problems never addressed before. This is what makes us a nationwide leader and a frequent consultant to cities seeking ways to incorporate inclusion across the country.

Olivia (pictured below in a wheelchair) asked “Why can’t I play soccer like those players?” It’s that simple. Why do we continue to live in a world that isn’t built for all of us or includes all of us? That is the goal of our #inclusionrevolution, to build a world where we all have a chance to get off the bench and into the game. A world where stairs are never the only option. We have started that effort right here in Kansas City, truly the most inclusive city in the world.

We appreciate your consideration of Kansas City to serve as a host city for the FIFA World Cup in 2026. We are more than prepared to help unite our region – and the world – right here from the heart of America.

Sincerely,

[Signature]

Deborah Wiebrecht
Executive Director / Chief Inclusion Officer
Variety the Children’s Charity of Greater Kansas City

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer
12/12/21

Joyce Cook, CBE, OBE  
Chief Social Responsibility & Education Officer  
Fédération Internationale de Football Association (FIFA)  
FIFA-Strasse 20  
P.O. Box 8044 Zurich, Switzerland

Dear Joyce,

This letter is submitted in support of Kansas City’s bid to host the 2026 FIFA World Cup. We are proudly committed and passionate about supporting any initiatives around planning, funding and executing the event, if awarded to Kansas City. While we recognize the many regional benefits of this world stage event, I am also exceedingly hopeful and enthusiastic of the long-term social benefits this event will produce to impact the community. While the World Cup is a celebration of diversity and unites nations through the power of sport, it can also serve as a strategic event to maximize positive impacts.

We understand that hosting a global sporting event requires multi-stakeholder collaboration. It will also require building a cross-sector regional coalition to achieve our collaborative mission and secure a strong post event legacy. We approach this bold task with strong leadership and humility, knowing that any monumental task will face unique challenges. However, I am confident that Kansas City is well prepared to turn any big challenge into a great accomplishment. Global FC (www.GlobalFutbol.org) is proud of the strong ecosystem of strong collaborative relationships it has developed and pledges to commit time and resources towards mitigating challenges.

Global FC has built a solid statewide reputation in supporting refugee and other underserved youth. The organization became a local response to the unprecedented and record global displacement crisis. As the premier organization using the vehicle of soccer, education and mentoring to uplift displaced youth to reach their greatest purpose and potential, we understand firsthand the power of soccer to unite, heal and promote social change. The world has come to Kansas City in the form of refugees and immigrants. Where governments may have a crisis, we have an opportunity. We are dedicated to ensuring that the footprints left behind by the FIFA World Cup will serve as a lasting reminder of post event responsibility and accountability.

Thank you for your consideration of Kansas City to serve as the host city for the FIFA World Cup in 2026. It is an honor to lend my voice of support. We stand prepared and diligent in our vision to unite the world in the heart of America through the universal language of soccer.

Sincerely,
Mariya Dostzdah Goodbrake  
Global FC  
Executive Director

CC: Colin Smith, FIFA Chief Tournaments & Events Officer; US Soccer