

Boston: 2026 FIFA World Cup Human rights evaluation follow up questions

Ergon

Background

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

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

Follow up questions

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

Stakeholder engagement

1. Could the city confirm 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)

Boston Soccer 2026 plans to leverage several already existing departments within the City of Boston to lead the engagement of the citizens in reviewing the impact of the FIFA World Cup on the city and its residents.

Existing departments include:

***The Mayor's Office of Neighborhood Services** has 61 staff members, including neighborhood liaisons, dedicated to helping residents with city services, sharing important information directly with neighborhoods, and hosting community meetings. The Neighborhood Services staff and liaisons will organize opportunities for both groups and individuals to express concerns, request services, and extend opinions about the FIFA World Cup. The department also will serve to disseminate information about the FIFA World Cup to encourage, facilitate, and maximize resident input and participation to consider the impact of the event on the citizens of Boston.*

***The Mayor's Office of Equity and Inclusion** has the network and resources to guide local minority, women, and veteran-owned businesses with contracting opportunities. The Office works with*

partners in the private sector to secure Boston residents with construction training and employment opportunities.

The Mayor's Office of Neighborhood Development is responsible for housing the homeless, developing affordable housing, and managing the City's real estate. It also works to ensure that renters and homeowners can find, maintain, and stay in their homes.

The Mayor's Office of Immigrant Advancement (MOIA) strives to strengthen the ability of immigrants to fully and equitably participate in economic, civic, social, and cultural life in Boston. MOIA also promotes the recognition and public understanding of the contributions of immigrants to the City.

The Mayor's Equity and Inclusion Unit has the network and resources to guide local minority, women, and veteran-owned businesses with contracting opportunities. It works with partners in the private sector to secure Boston residents with construction training and employment opportunities.

The City of Boston recently signed an Executive Order designed to support equitable procurement policies and create the framework to enact race- and gender- conscious procurement goals to address existing inequities.

*In addition to city departments, **the Greater Boston Convention & Visitors Bureau** will establish lines of communication with the lodging and hospitality industries to develop a campaign to educate, understand and identify ways to positively impact community. We are confident this engagement also will identify risks and avenues to address concerns from the front line workers of the hospitality and lodging industries.*

2. Could the city confirm who moderated/led stakeholder engagement carried out to date?

The Mayor's Office of Tourism, Sports and Entertainment moderated meetings with city departments.

Boston Soccer 2026 has initiated conversations with the Massachusetts Port Authority, the Massachusetts Bay Transportation Authority, the Town of Foxborough (Gillette Stadium), Foxborough Fire and Rescue, Foxborough Police, the Massachusetts State Police, the Greater Boston Convention & Visitors Bureau Hotel Directors of Sales and Marketing Committee and the Tri-Town Chamber of Commerce (Foxborough region).

3. A number of proposed stakeholders listed in the Ergon report were not engaged by the city (e.g. transport bodies, housing charities, trade unions). If this was the case, could the city confirm the reasoning behind this?

While not all the stakeholders listed in the initial Ergon report have been engaged, it is important to note that conversations have taken place with MassPort, MBTA, the Town of Foxborough (Gillette Stadium), Foxborough Fire and Rescue, Foxborough Police, the Massachusetts State Police, the Tri-Town Chamber of Commerce and various City of Boston department leaders, it is the intent of Boston Soccer 2026 to escalate these discussions and to include other stakeholders as the campaign continues.

As mentioned during the recent virtual meeting, the City of Boston recently inducted its new mayor, Mayor Wu, who is being educated with the overall Boston Soccer 2026 efforts promoting Boston as a candidate host city for the 2026 FIFA World Cup. Additionally, it is important to note that many of the hospitality and lodging trade unions have been tremendously impacted by the COVID-19 pandemic and literally are concentrating on day-to-day issues facing their members. Detailed conversations with the hospitality and lodging trade unions will begin in 2022.

4. Could the 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?

Some city departments were given the opportunity to review and comment on the report but the final report has not been shared with these departments. It is the intent of Boston Soccer 2026 to share the report with the stakeholders and to publicize it on a website in early January.

5. Could the city confirm whether the BCYF (Boston Centers for Youth & Families) were engaged in the stakeholder engagement process? (e.g. where they involved in any meetings to discuss risk or mitigation measures).

BCYF has a new interim director who will be updated on the final report in early January.

6. If possible, please provide information on the topics discussed during stakeholder engagement and any captured outcomes.

The most important topic of discussion during the initial stakeholder engagement meetings has been understanding the event, the length of the event, the diversity of the fans and the communication challenges involving multiple languages.

The biggest challenge faced right now with various stakeholders has been the current pandemic and its drain on resources on a day-to-day basis. It is difficult for some agencies to focus on an event five years from now during the challenges faced today.

7. Can the city provide any letters of support from public bodies (beyond BCYF), the private sector or organisations representing affected groups?

Letters of support from the Greater Boston Convention & Visitors Bureau and the Massachusetts Lodging Association are attached to this report.

8. Could the city explain what process was undertaken to review and evaluate identified risks? What role, if any, did stakeholders have in helping inform risk identification?

Based on feedback from stakeholders indicated above, Boston Soccer 2026 has identified several primary areas to plan for should it be selected to serve as a 2026 FIFA World Cup Host City.

Transparency – It is important that the residents of the City of Boston and, by extension, the Commonwealth of Massachusetts, understand the importance of the FIFA World Cup and the potential impact on their communities.

The Mayor's Office of Neighborhood Services has neighborhood-based liaisons dedicated to helping residents with city services, sharing important information directly with neighborhoods, and hosting community meetings.

The Mayor's Office of Equity and Inclusion has the network and resources to guide local minority, women, and veteran-owned businesses with contracting opportunities. The Office works with partners in the private sector to secure Boston residents with construction training and employment opportunities.

The City of Boston recently signed an Executive Order designed to support equitable procurement policies and create the framework to enact race- and gender- conscious procurement goals to address existing inequities.

Land and Property Rights – Boston Soccer 2026 will only use existing infrastructure for the World Cup. Therefore, there are no needs to acquire additional property that could be contested by local communities.

Housing Rights – Greater Boston is home 54,000 hotel rooms that accommodate business travelers, domestic travelers, international tourists and event business on a daily basis. Boston Soccer 2026 is confident that the volume of accommodations within Greater Boston as well as surrounding cities such as Worcester, Massachusetts and Providence, Rhode Island, will support the World Cup and its fans.

The annual Boston Marathon attracts 30,000 runners, 9,700 volunteers and 600,000 spectators each year. To support the housing rights of all Bostonians, the Mayor's Office of Housing Stability will continue its mission to help residents find and maintain stable, safe, and affordable housing. The Office has information on emergency resources for tenants. The goal is to put residents on the path to housing stability and provide information to tenants and landlords about their rights and responsibilities.

The Department of Neighborhood Development also has a Homelessness Initiative Unit that focuses on providing the unhoused community and ending homelessness.

Worker's Rights – Boston Soccer 2026 will not need to build any permanent infrastructure to host the World Cup games or surrounding events. Boston Soccer 2026 will work with all vendors to meet or exceed existing City of Boston and Commonwealth of Massachusetts laws pertaining to the equitable and fair treatment of all fans officials, temporary workers and volunteers.

The Mayor's Office for Immigrant Advancement helps facilitate full and equal participation in all aspects of life by immigrants in Boston. The Office can help with questions about learning English, legal issues, healthcare, and jobs and let residents know about public benefits and housing available to you. The Office also has information on social, government, and financial issues.

The Mayor's Office of Equity and Inclusion stands ready with the network and resources to guide local minority, women, and veteran-owned businesses with contracting opportunities. The Office works with partners in the private sector to secure Boston residents with construction training and employment opportunities. Under this Cabinet, the Boston Residents Jobs Policy (BRJP) office monitors the compliance of developers and contractors on private and public development projects in the City of Boston.

Disability Awareness and Disability Access – Gillette Stadium and the City Hall Plaza (proposed location of the fan festival) are both designed and operated within applicable specifications to meet or exceed accessibility standards. Accommodation venues (hotels) also must meet certain standards to receive certificates of occupancy obtained by state and/or city regulators. Boston Soccer 2026 will work with the Mayor's Commission for Persons with Disabilities to develop an educational campaign for hospitality and service providers to understand the potential of welcoming fans with disabilities or limited mobility during the event.

The Greater Boston Convention and Visitors Bureau plans to engage an accessibility expert to assess our current status and propose improvements to the destination as it relates to the visitor and hospitality sector.

Mayor's Commission for Persons with Disabilities works to increase opportunities for people with disabilities by facilitating full and equal participation in all aspects of life within the City of Boston. This includes reducing architectural, procedural, attitudinal, and communication barriers as well as promoting equity in housing, education, employment, transportation, and civic activities. The Office works toward compliance with Title II of the Americans with Disabilities Act. They also provide information and referral, architectural access review, and advocacy on disability issues.

The Disabilities Commission has established relationships with various disability and transportation agencies at the community, State and Federal levels. As part of its mission, the Commission is experienced in facilitating awareness training and education for public-facing staff. The Commission was heavily involved with the planning and design of the new City Hall Plaza which features considerations for mobility accessibility and inclusivity at the forefront of

the design. Within the City-run programs, the Commission has utilized their City Hall Plaza and Event Checklist that ensures that City-hosted events and events taking place on City property consider accessibility to constituents with disabilities during the planning process. Some of the assistive resources that are utilized are live captioning/CART, American Sign Language interpretation and written descriptions during events and public outreach.

The Disabilities commission has ongoing collaboration with state agencies. We encourage captions and descriptions in accessible communications.

Lost child – Understanding that soccer fans will travel from all over the world and domestically to historic Boston it will be important to prepare to welcome individuals who are not familiar with Boston and for the potential of a lost child scenario occurring within the large crowds traveling throughout the city and region or gathering at soccer events (e.g. Fan Fest) around the city.

Communication (languages) – Although Boston is a very popular international tourist destination the volume of travellers coming to the city and the region in a short period of time will increase the importance of developing efforts throughout a multitude of industries (e.g. transport, hospitality, retail) to enhance communication with our guests.

Signage – Knowing that Boston will welcome soccer fans who speak many different languages, it will be important to review informational signage in the city as it relates to soccer fans ability to maximize their experience.

Boston Soccer 2026 will work with municipalities and state agencies to develop an educational campaign to effectively train staff and volunteers in providing great customer service to all soccer fans.

9. Has the city considered whether mitigation measures could be key to preventing risk from materialising? Does the city believe that risk and mitigation measures may change in the time leading up to the tournament?

The biggest mitigate measure multiple stakeholders have mentioned is to proactively establish lines of communication to assist in managing the event and to foster opportunities for fans from all countries to enjoy Boston and Massachusetts – as a true melting pot of diverse communities, the more the people of Boston understand the international community the less risk created by hosting the games.

There are several City of Boston departments that will be engaged during the creation of the campaign including:

City of Boston Language and Communications Access Department which has a goal to support other City departments in three different areas: interpretation, translation and assistive technology.

10. Has the city considered how the aftermath of the pandemic or other contextual issues will affect risks identified in relation to hosting the tournament?

In the context of the pandemic, we feel that Boston and the New England region was one of the most successful in managing the crisis. First and foremost, Boston is renowned for its incredible healthcare facilities and infrastructure so whatever challenges may lay ahead, Boston would be most prepared to deal with it. When you look at COVID-19 vaccination rates across the United States, the top 5 states are all New England states which speaks to our regions ability to mobilize for any challenge. It also speaks to our sense of community and service with our citizens recognizing the need to vaccinate to protect others in our community.

Our educational institutions are also world renown, so whatever challenges the future may hold we are confident that our city and region will be able to adapt, innovate and react to ensure that nothing will harm our ability to host a successful tournament in 2026.

11. Has the city considered how contextual issues, such as dealing with the aftermath of Covid-19, will bring challenges or opportunities to how it can implement identified or proposed measures to address risk or build a positive human rights legacy?

The COVID-19 pandemic has forced many organizations, agencies, venues etc. to evaluate customer service and to create enhancements to processes such as cashless transactions, digital ticketing and security measures all of which will have a positive impact on the overall event experience for the fans, sponsors, broadcast partners and venues.

12. Could the city confirm whether stakeholders would be involved in the development and implementation of mitigation measures? How would that engagement take place?

While it is anticipated that numerous stakeholders will be engaged with the development and implementation of mitigation measures, at this time the region is welcoming a new Mayor to the City of Boston and during 2022 will elect a new governor for the Commonwealth of Massachusetts. Both of those individuals will have an impact on the various city and state departments and agencies that will engage with the organizing committee going forward.

In the meantime, the organizing committee will be engaging various stakeholders including MassPort (Logan International Airport), MBTA (transport) and the hospitality industry.

It is expected that each of the engaged stakeholders will be involved in providing feedback from their respective communities and assisting in the development of mitigation and educational efforts throughout the next five years.

13. We understand that the Attorney General's Consumer Advocacy & Response Division (CARD) has been created to answer questions by residents and tourists. Does the city believe this mechanism may help support vulnerable groups in raising concerns and receiving remedy? In what way?

Boston Soccer 2026 has evaluated the Attorney General's Consumer Advocacy & Response Division (CARD) and its impact on the community at-large. Based on all of the submissions to date, this program is very consumer oriented (e.g. auto financing, robo calls). It is not receiving event specific or tourist specific questions/concerns. Boston Soccer 2026 believes it will be more beneficial to establish an event specific mechanism that will be promoted throughout the event.

14. Does the city plan on creating any specialised complaint mechanisms for issues arising directly as a result of tournament hosting?

Boston Soccer 2026 anticipates creating a "customer service" comment system that would be available to everyone, including residents, fans and sponsors, that would allow individuals to submit questions, comments, complaints and appreciation directly to an event-specific customer service command center. This command center would be staffed with individuals best suited to respond to the individuals and/or disseminate comments to the appropriate city, state, venue authorities. This type of customer service comment system already is utilized for all events at Gillette Stadium.

15. 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?

This is a wide open question seemingly with no boundaries. It is not possible to bind Boston Soccer 2026 to committing to remedying all adverse impacts associated with the 2026 FIFA World Cup. The organizing committee is committed to working with stakeholders to understand the

potential adverse impacts and identifying potential solutions to benefit the residents of the City of Boston as well as the World Cup spectators.

16. Are there any existing programs or efforts by stakeholders that the city would consider supporting or expanding in order to achieve identified positive human rights legacy, for example, in relation to access to the game for at-risk youth in the community

As noted in the initial report, Boston Soccer 2026 already has formed relationships with several community organizations on various legacy initiatives. These organizations have a great history of expanding the accessibility and impact of soccer in our community and will be great partners in enhancing the human rights legacy of the World Cup. We feel it is critical that we partner with these external agencies to maximize the impact of the World Cup's legacy in Boston. Two specific legacy efforts will focus on fields and programming.

Legacy Fields. *Boston Soccer 2026 already in advanced discussions to participate in a soccer field build project in Boston. While not public knowledge yet, a major donor (connected to Boston Soccer 2026) is partnering with the City of Boston to rebuild a soccer field this year. This is the first of many projects like this that we expect to champion both leading into the World Cup and after the event. This first project is in a Boston public park and includes a full-size artificial turf field with lights. In addition to other full size field projects in city parks, we will also build a series of sports courts for futsal or other small sided hard-court soccer usage. These can also be built on the property of Boston City parks but are also good matches for other community organizations that do not have much space. Our partners such as Boston Scores, Boston Centers for Youth and families and Boys & Girls Club are great matches for these smaller format projects.*

Soccer Programming. *In addition to fields and courts, the organizing committee knows that programming is critical to making soccer more accessible to all Bostonians. That is why in addition to organizations that could utilize fields and courts we have already started working with a number of charitable organizations that focus on providing programs to at-risk young people. Boston Scores, Boston Centers for Youth and Families, Boys & Girls Clubs, Special Olympics Massachusetts, TOPSoccer and Boston Brakers are all great partners who are working in this space. Our goal will be to provide legacy funding so that these organizations can permanently increase the amount of programming specifically focused on soccer to grow the sport and ensure it is accessible to all.*

17. In relation to the goal of promotion of social justice and combatting systemic racism could the city provide further information on how it sees this materialising from efforts by the city in relation to hosting the tournament?

Robert Kraft, Founder, Chairman And CEO of The Kraft Group, long has been supportive of social justice and the combating of systemic racism. In 2019, he founded The Foundation to Combat Anti-Semitism with the mission to develop and disseminate powerful, creative messaging campaigns at a global level to educate individuals, create understanding, spur personal action and counter misinformation.

"In combating the scourge of anti-Semitism, my solemn ambition is to counter all forms of intolerance in the spirit of the ancient Jewish value of tikkun olam – to heal and repair the world."

ROBERT KRAFT

Through his lifetime giving in excess of over a half billion dollars, Kraft has sought to help provide equal footing, equal access to opportunities and equal respect for all people, especially those who are disadvantaged, overlooked or oppressed.

When he was awarded the Genesis Prize in June 2019, Kraft announced the Foundation to Combat Anti-Semitism. Through his own \$20 million investment and the generous donations of others, Kraft's vision is to stand up against racist and violent rhetoric aimed at the Jewish people through the most easily accessible and most powerful avenue of information in the world today: social media.

[tbh], or together beat hate, is an initiative of the Foundation to Combat Antisemitism, an organization focused on creating replicable models for fighting antisemitism and other forms of prejudice, racism, and hate.

The [tbh] movement believes that the only effective, systematic way to overcome hatred, prejudice, and bias is to build bridges between people and communities through direct engagement and compassionate, impactful education. This requires each of us to listen intentionally to perspectives that differ from our own and create spaces for uncomfortable conversations in the spirit of building connection and understanding.

[tbh] creates educational campaigns that galvanize reflection, conversation, and action by young people of all backgrounds in the fight against antisemitism, racism, and other forms of hatred. When Jew hatred emerges it is a sign of the fraying of democracy and demands from all of us a sense of shared responsibility. All peoples of conscience must stand together to beat hate.

In addition to the efforts of The Foundation to Combat Anti-Semitism and together beat hate, the City of Boston Equity and Inclusion Cabinet will serve as a great resource to support our collective efforts. This Cabinet's mission is to dismantle systemic barriers by achieving racial, gender, health and socio-economic equality.

It's efforts including developing a city workforce that is representative at all levels of the demographics of the City; supporting immigrant, refugee, and other vulnerable communities; support communities of color and marginalized groups across all departments, and support coordinated efforts to drive forward equity throughout the City of Boston.

Stakeholder engagement plan

18. Have stakeholders been involved in the development of plans for further stakeholder engagement?

Boston Soccer 2026 has initiated conversations with various stakeholders to identify methods to expand the engagement with organizations, agencies and individuals throughout the region. We are confident these efforts will be extremely productive and beneficial for our collective efforts.

Additional questions

19. Could the city provide more detail on their engagement regarding workers' rights, if any, and how, for example labour unions were considered and engaged?

Boston Soccer 2026 has had initial communication with Darlene Lombos, Executive Secretary-Treasurer, Greater Boston Labor Council. After some personal health issues earlier this year, Darlene is ready to meet with our organizing committee to discuss the planning process and understand the status of our efforts.

Additionally, there are plans to engage the hospitality and tourism industries early in 2022. These industries have been hit hard by the pandemic and continue to struggle with day-to-day issues which has led to our timing in initiating efforts with these important stakeholders. Specific to the City of Boston, the City has numerous departments that have daily impacts on the workers' rights throughout the city and will be engaged throughout the lead-up years to the event.

The Mayor's Labor Relations Department, which represents the Mayor, City of Boston and City Departments in all labor matters, negotiates and administers the City's collective bargaining agreements with the Unions that represent City of Boston employees. There are approximately

21 bargaining units covering 7,500 City employees. We also offer training and advice to managers and supervisors on labor matters.

The Mayor's Office of Equity and Inclusion stands ready with the network and resources to guide local minority, women, and veteran-owned businesses with contracting opportunities. The Office works with partners in the private sector to secure Boston residents with construction training and employment opportunities. Under this Cabinet, the Boston Residents Jobs Policy (BRJP) office monitors the compliance of developers and contractors on private and public development projects in the City of Boston.

The Mayor's Office for Immigrant Advancement helps facilitate full and equal participation in all aspects of life by immigrants in Boston. The Office can help with questions about learning English, legal issues, healthcare, and jobs and let residents know about public benefits and housing available to you. The Office also has information on social, government, and financial issues.

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

Planned engagements with the tourism and hospitality industries, city police, state police, and the twenty foreign embassies and consulates located in Boston.

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

At this time we don't have any updated stakeholder input to provide.

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

Boston Soccer 2026 has numerous plans to expand the community input and, by extension to incorporate feedback into the overall planning process. The majority of efforts will focus on direct lines of communication by attending stakeholder meetings, educating, listening, learning and collaboratively identifying potential solutions to impact concerns. Since Boston already has a robust citizen feedback network, our primary goal is to incorporate any concerns related to the 2026 World Cup into these existing systems. In this way we can most effectively allow citizens to share their concerns through the same methods that they are already utilizing today related to similar matters (housing, transportation, etc.)

In addition to the entities identified in Section 1 above, meetings with the members of the Tri-Town Chamber of Commerce (Gillette Stadium), Greater Boston Chamber of Commerce, Greater Boston Convention & Visitors Bureau, and the residents of the Town of Foxborough will take place in early 2022.

To understand how the City of Boston is received by the international community, the organizing committee plans to engage the numerous foreign embassies and consulates. Feedback from this group of entities will be vital to our efforts to welcome the world to Boston during the 2026 FIFA World Cup.



**GREATER BOSTON
CONVENTION & VISITORS BUREAU**

December 31, 2021

Dear FIFA Host Selection Committee:

On behalf of the Greater Boston Convention and Visitors Bureau and the region's entire hospitality community I want to express our enthusiastic support for Boston's bid to host the 2026 FIFA World Cup. In collaboration with our partners at Gillette Stadium and the Kraft Sports Group, we are confident that we have presented a package that is unrivaled and will provide athletes, fans, and the citizenry with an exciting and memorable experience.

Boston is an iconic sports city famous for its championship teams, passionate fans, and world-class facilities. Known as the hub of New England, our historic city has been welcoming visitors from across the globe for centuries. But beyond our reputation as a top-tier visitor destination and sports mecca, we are also a diverse, compassionate, and inclusive city committed to progressive policies that strive to ensure that residents and visitors feel comfortable, safe, and secure.

Recognizing FIFA's commitment to human rights, I am confident that you will find the policies and practices in place in Boston and throughout the Commonwealth are perfectly aligned with the goals set forth in the bid. The GBCVB and our partners look forward to welcoming soccer fans from across the globe in 2026.

Sincerely,

A handwritten signature in black ink that reads "Martha J. Sheridan". The signature is written in a fluid, cursive style.

Martha J. Sheridan
President and CEO



December 30, 2021

Dear FIFA Host City Selection Committee:

On behalf of the Massachusetts Lodging Association (MLA), I am writing to support Boston's bid to host the 2026 FIFA World Cup.

The MLA and our member hotels throughout Massachusetts have a long history of supporting world-class sporting events. We were fully engaged when the 1994 FIFA World Cup was hosted in our region, and we are prepared to work with Boston Soccer 2026 to exceed all expectations for a successful 2026 FIFA World Cup.

Boston has long been known as a welcoming international visitor destination where we celebrate the cultures that make our region diverse, and people are free to be who they are. Our inclusive values provide an excellent environment for our community, hospitality industry workers, and visitors.

Our citizens and members are progressive in supporting human rights and in support of this bid, the MLA will continue its work to educate our members and the community. We believe hosting the 2026 FIFA World Cup would be a tremendous opportunity to fulfill our goals to create a better business environment through legislative efforts. Priorities will include:

- Enforcement of short-term rental legislation to ensure that residents are not displaced by the 2026 FIFA World Cup or any other events.
- Continuing to provide members access to the American Hotel & Lodging Association Human Trafficking Training
- Further advancing the work of the Massachusetts Lodging Association Education Foundation (MLAEF) which provides hospitality workforce development and education to the most underrepresented populations in the Commonwealth.

The Massachusetts Lodging Association is in full support of the Boston bid to host the 2026 FIFA World Cup. We look forward to participating in the development of future plans to ensure that the opportunities presented by this global sporting event can be realized and enjoyed by all.

Best Regards,

A handwritten signature in black ink, appearing to read "Paul J. Sacco", written in a cursive style.

Paul J. Sacco
President & CEO