



# HUMAN RIGHTS REPORT

DENVER, COLORADO

JUNE 2021



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

(FINAL v 6/20/21 @ 7:50 p.m.)

Name of the candidate host city	[Denver, CO USA]
Name of the unit or individual responsible for the delivery of the report	[Anthony E. Graves, DENVER 2026 Bid Strategy Committee and Principal, GRAVES CIVIC SOLUTIONS.]
Link to publication of the report on the host city website	[www.DENVER2026.com]
List of annexes provided together with this template-based report, if any	[APPENDICES:  APPENDIX A: HUMAN RIGHTS STRATEGY STAKEHOLDER ENGAGEMENT LOG  APPENDIX B: DENVER 2026 HUMAN RIGHTS STRATEGIC PLAN]

### **PLEASE NOTE:**

The DENVER 2026 Bid Committee and its human rights strategy partner GRAVES CIVIC SOLUTIONS submitted an initial draft of the DENVER 2026 Human Rights Strategy to FIFA for early consideration by January 31, 2021. FIFA offered suggestions to the DENVER 2026 Bid Committee for deeper analysis of human rights issues and further community engagement after its preliminary review. DENVER 2026 is proud to offer this amended Human Rights Strategy with enhanced content areas reflected in **ORANGE** throughout this document.

<b>I. Description of stakeholder engagement process</b>	
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
	[SEE APPENDIX A: HUMAN RIGHTS STRATEGY STAKEHOLDER ENGAGEMENT LOG]



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

2 Please provide a list of potential human rights-related risk areas identified and discussed through the stakeholder engagement process, including for each risk area:

- a) 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)

[The DENVER 2026 Bid Committee, under the strategic guidance of its sub-committee on Human Rights, identified and discussed an exhaustive list of human rights related risks through its stakeholder engagement process. The DENVER 2026 stakeholder engagement process, began with an exploration of broad themes and concerns related to human rights risk areas, and then shifted to a subsequent deep-dive into key areas that the Denver 2026 Human Rights Sub-Committee prioritized as the greatest potential risks for human rights infringement in the Denver area. Prioritization of human rights risks was predicated on feedback from numerous community stakeholders and a detailed review of the desk analysis of human rights risks provided by FIFA’s human rights consultant Ergon.

• Women’s Rights, Sexual Harassment and Assault

Mega sporting events (MSEs) may pose risks to women in and around the festivities who could be the target of sexual harassment or assault. Denver has a strong law enforcement community, local and state laws prohibiting harassment and assault and well-lit venues/public spaces. Our community is also committed to gender equity that creates strong community supports to defend against and respond to, gender inequities, sexual harassment and assault. Denver is also host to numerous nonprofit and civic organizations that champion gender equity and the advancement of women’s issues, including, the Denver Women’s Commission, the Women’s Foundation of Colorado And the Women’s Chamber of Commerce.

Though Denver has a strong support infrastructure for women, DENVER 2026 will give consideration to additional safety measures and tighter coordination between law enforcement agencies and venue officials to keep women safe and deter and respond to inappropriate behavior that may put women at risk.

• GLBTQ+ Rights and Hate Crimes

The GLBTQ+ community is sometimes discriminated against or targeted for hate crimes by different groups, or may be marginalized in some countries around the world. There are local, state and federal laws that protect members of the GLBTQ+ community in Denver as well as a robust support infrastructure of non profit groups, government agencies and elected officials that champion the rights of the GLBTQ+ community, including the Mayor’s GLBTQ+ Commission, One Colorado and The Center. Colorado also elected the first openly gay Governor in the U.S., the Honorable Jared Polis.

Under Colorado state law (Colorado Revised Statutes Title 18. Criminal Code § 18-9-121. Bias-motivated crimes), the following protections are enumerated – that are enforced by local law enforcement and prosecuted by the District Attorneys’ Offices across the state:



1) The general assembly hereby finds and declares that it is the right of every person, regardless of race, color, ancestry, religion, national origin, physical or mental disability, or sexual orientation to be secure and protected from fear, intimidation, harassment, and physical harm caused by the activities of individuals and groups. The general assembly further finds that the advocacy of unlawful acts against persons or groups because of a person's or group's race, color, ancestry, religion, national origin, physical or mental disability, or sexual orientation for the purpose of inciting and provoking bodily injury or damage to property poses a threat to public order and safety and should be subject to criminal sanctions.

2) A person commits a bias-motivated crime if, with the intent to intimidate or harass another person because of that person's actual or perceived race, color, religion, ancestry, national origin, physical or mental disability, or sexual orientation, he or she:

(a) Knowingly causes bodily injury to another person; or

(b) By words or conduct, knowingly places another person in fear of imminent lawless action directed at that person or that person's property and such words or conduct are likely to produce bodily injury to that person or damage to that person's property; or

(c) Knowingly causes damage to or destruction of the property of another person.

3) Commission of a bias-motivated crime as described in paragraph (b) or (c) of subsection (2) of this section is a class 1 misdemeanor. Commission of a bias-motivated crime as described in paragraph (a) of subsection (2) of this section is a class 5 felony; except that commission of a bias-motivated crime as described in said paragraph (a) is a class 4 felony if the offender is physically aided or abetted by one or more other persons during the commission of the offense.

3.5) (a) In determining the sentence for a first-time offender convicted of a bias-motivated crime, the court shall consider the following alternatives, which shall be in addition to and not in lieu of any other sentence received by the offender:

(I) Sentencing the offender to pay for and complete a period of useful community service intended to benefit the public and enhance the offender's understanding of the impact of the offense upon the victim;

(II) At the request of the victim, referring the case to a restorative justice or other suitable alternative dispute resolution program established in the judicial district pursuant to section 13-22-313, C.R.S.

(b) In considering whether to impose the alternatives described in paragraph (a) of this subsection (3.5), the court shall consider the criminal history of the offender, the impact of the offense on the victim, the availability of the alternatives, and the nature of the offense. Nothing in this section shall be construed to require the court to impose the alternatives specified in paragraph (a) of this subsection (3.5).

4) The criminal penalty provided in this section for commission of a bias-motivated crime does not preclude the victim of such action from seeking any other remedies otherwise available under law.

5) For purposes of this section:

(a) "Physical or mental disability" refers to a disability as used in the definition of the term "person with a disability" in section 18-6.5-102(11) .

(b) "Sexual orientation" means a person's actual or perceived orientation toward



heterosexuality, homosexuality, bisexuality, or transgender status. [End of C.R.S.]

Though Denver and Colorado have strong legislation in place and a supportive community of GLBTQ+ rights and influential GLBTQ+ leaders, DENVER 2026 is committed to curating a culture during the 2026 FIFA World Cup where members of the GLBTQ+ community feel safe and welcome through thoughtful stakeholder engagement and programming.

- Trafficking and Exploitation

Large crowds attracted by city-wide events or mega sporting events (MSEs) elevate the risk of human trafficking operations that could negatively affect children, youth, women, people experiencing homelessness, and other marginalized communities. DENVER 2026 has consulted with a wide array of subject matter experts from law enforcement agencies, government agencies and the nonprofit community, including the Federal Bureau of Investigation, the Denver Police Department, the Denver District Attorney's Office and the Laboratory to Combat Human Trafficking. Currently, there are strong networks of collaboration around human trafficking issues with local, state, and federal law enforcement agencies in Colorado. In an effort to enhance protections against human trafficking, DENVER 2026 will facilitate greater coordination between local, state and federal law enforcement agencies and hospitality service providers, hoteliers and businesses servicing World Cup patrons with a focus on training and public service programs. Coordinating agencies will also be cognizant of elevated human trafficking risks on the internet and via virtual platforms during the event.

- Low-Income Community Participation and Access

DENVER 2026 recognizes that without thoughtful strategic planning, low-income communities could be left out of meaningful participation during the FIFA 2026 World Cup.

Committed to an inclusive vision for the 2026 FIFA World Cup, the DENVER 2026 Bid Committee will plan to create numerous points of participation for the public with the most-underserved communities in mind. Points of participation may include a reserve of corporate-sponsored tickets for matches, targeted recruiting for employment opportunities in low-income communities, workforce development programs, and participation in sports development and cultural activities. DENVER 2026 will continue to consult with non-profit organizations like the United Way and with local government agencies like Denver Human Services to create inclusive strategies for low income communities.

- Senior Citizen Access / Participation

Seniors are often excluded from the planning of mega sporting events, yet are an important stakeholder to consult to assess issues of inclusion. Seniors may face mobility issues, may require special transportation considerations, points of access and should be considered for economic opportunity like short-term employment during large events. DENVER 2026 has already consulted with a representative of the Mayor's Commission on Aging in Denver to receive recommendations for creating an inclusive environment for seniors. Denver and Colorado have a sizeable aging population with a robust infrastructure in place to assess the needs of seniors including the federally mandated Area Agency on Aging at the Denver Regional Council of Governments (a regional inter-governmental organization of more than 56 local governments) and the Mayor's Commission on Aging in Denver.



- Freedom of Expression and Assembly

The 1st Amendment of the Constitution of the United States of America, clearly enumerates Constitutional rights covering freedom of expression and assembly,

“Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.” Even with constitutional protections, local governments, law enforcement agencies advocacy organizations and non profits engage in healthy dialogue about these protections and how individuals exercise these rights in the United States. Denver has a rich history of hosting large citywide events where there have been large protests, with freedom of expression and assembly on full display, including the 2008 Democratic National Convention. Based on its experience, the city and local stakeholders have clear strategies to protect these rights, maintain peaceable assembly to dignify the rights of protesters during large events.

- Protection of Journalists

Also an extension of freedom of expression and assembly, the protection of journalists is also tied to the 1st Amendment of the Constitution of the United States. DENVER 2026 has seated members of the media on its bid committee and will focus on thoughtful strategies to create strong media relations during the event and ensure that visiting journalists from around the world are treated equitably and with respect.

- Freedom of Movement and Travel

DENVER 2026 recognizes that freedom of movement and accessible mobility options for all audiences is a fundamental pillar for quality of life. Since 2004, The Denver Metro area has been aggressively investing in transit and mobility through transit agency investments, private partnerships and local government actions. FasTracks is the Regional Transportation District’s (RTD) voter-approved transit expansion program -- the largest in the nation -- that is transforming transportation through the Denver metro region. Since 2004, RTD built 25.1 miles of light rail track and 53 miles of commuter rail track, launched the Flatiron Flyer bus rapid transit service, and opened an intermodal hub at Union Station right in downtown Denver. Through the FasTracks program, we’re expanding into more neighborhoods to provide even more convenient transportation options for people on the go. For more information about the current expansion plans and mobility choices unfolding in the Denver Metro area, please go to <https://www.rtd-denver.com/projects>.

The City and County of Denver is also revolutionizing the way that it invests in transit and mobility planning. It recently changed its public works agency into the Department of Transportation and Infrastructure (DOTI).

DOTI, through its employees, enhances the quality of life in Denver by efficiently delivering effective, high quality, safe and equitable public infrastructure and services. For more information go to <https://www.denvergov.org/content/denvergov/en/transportation-infrastructure.html>.

Finally, there is a diversified ecosystem of private companies offering bicycle and scooter services as well as other personal modes of transportation for last mile connections.

- Grievances and Access to Remedies

The complexities of hosting a mega sporting event come with challenges in serving the needs and issues raised by individuals who may have been wronged during various stages of the event. The need for a clear and accessi-



ble grievance and access to a remedies process will be very important. DENVER 2026 is committed to using existing infrastructure which may include city constituent services systems and nonprofit partnerships to capture feedback from disgruntled audiences and provide a pathway to remedy.

- Procurement Practices, Minority Contracting/Anti-Corruption

Economic equity and access to opportunity for all parties is a core value of the Denver Metro area. The City and County of Denver models this value through its Division of Small Business Opportunity (DSBO) under the city's economic development agency. DSBO serves as the affirmative action arm for contracting opportunities with the Denver city government. It recently enacted a series of rule, ordinance and departmental changes to advance greater access for minority and women owned firms to city contracting opportunities. All city venues involved in the World Cup 2026 bid must be compliant with DSBO standards for contracting with minority and women owned firms. DENVER 2026 is also committed to providing guidelines and recommendations to private venues and service providers about engaging minority and women owned firms in contracting practices for The World Cup.

- Cross-Cultural Competence, Language Access

Denver is a community that values multiculturalism and language access. There are more than 160 languages spoken in the Denver Public School system and various ethnic and cultural groups are represented across the Denver Metro area. DENVER 2026 is committed to producing a culturally fluid environment with multi-language access to key services.

- Asylees & Consul General Support

Denver is home to the offices of several Consuls General and the multilateral coordinating entity the Colorado Consular Corps. The Colorado Consular Corps (CCC) is the official organization representing foreign governments in the State of Colorado, including regular foreign service career posts and honorary appointments. All CCC diplomats are recognized and credentialed by the U.S. State Department. Honorary Consuls or Honorary Consuls General are generally influential persons in business and society. They perform important duties on behalf of their representative country, including ensuring foreign nationals from their sending state are properly represented; advising on business and educational matters; dealing with issues pertaining to visas and passports, and special cases as may arise. The CCC strives to increase cooperation and communication among its members; to increase awareness of foreign and international issues in Colorado and to provide information to Colorado residents about visas, laws, regulations, passport issues and more pertaining to each host country.

Consular offices in Colorado who are members of the CCC include:

- Australia
- Austria
- Bahamas
- Belgium
- Canada
- People's Republic of China
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Guatemala



Hungary  
Iceland  
Ireland  
Italy  
Japan  
Luxembourg Republic of Malta  
Mexico  
Morocco  
Netherlands  
Norway  
Peru  
Philippines  
Poland  
Russian Federation  
Serbia  
Republic of Singapore  
Slovenia  
Spain  
Sweden  
Switzerland  
Thailand  
United Kingdom

- Neighborhood Impacts of WC26, Minority/Low-Income Communities

Low income and marginalized communities often exist close to major sports venues in urban centers. Care should be taken not to engage in disruptive activities that may include construction, event management, concerts and community events without consultation with stakeholders in these neighborhoods. Thoughtful engagement and consideration of these neighborhoods is paramount in creating an equitable World Cup experience for local residents. DENVER 2026 is committed to engaging with registered neighborhood organizations in creating transparency around the bid effort if selected as a host city for the 2026 FIFA World Cup.

- Privacy and Personal Data

In the internet era, data privacy and protection of personal data is of critical importance. Cyber threats must be taken seriously as criminal agents seek to hack systems steal or capture data for their personal gain. DENVER 2026 will engage with subject matter experts and skilled IT professionals to observe security protocols for data privacy and protection of personal data.

After exploring these issues, consulting with community stakeholders and significant discussion with the DENVER 2026 bid committee about Denver's potential vulnerabilities, DENVER 2026's Human Rights Sub-Committee designated the following priorities for additional research and discussion with community stakeholders who have subject matter expertise in the following areas:

- Children's Safety, Security and Human Trafficking

Safeguarding children during mega sporting events and creating an inclusive, child-friendly experience is of paramount concern. DENVER 2026 understands that any city to receive matches for the FIFA World Cup must be prepared to deter criminal activity that could adversely affect children including human trafficking. Denver





has a strong and active network of cooperating law enforcement agencies that monitor human trafficking and will work collaboratively during the FIFA World Cup to prioritize the safety of children during the event. DENVER 2026 has consulted with a wide array of subject matter experts from law enforcement agencies, government agencies and the non-profit community, including the Federal Bureau of Investigation, the Denver Police Department, the Denver District Attorney's Office and the Laboratory to Combat Human Trafficking to discuss strategies for enhancing cooperation during the World Cup event. Denver is also well prepared to create safe and inclusive programming for children that have been informed by youth. Denver includes child-friendly infrastructure including the Children's Museum, Denver Museum of Nature and Science, the Denver Zoo, the Denver Art Museum, Boys and Girls Clubs of Colorado, Boy Scouts and Girl Scouts of Colorado, The Mayor's Office of Children's Affairs, the Mayor's Youth Commission, the Colorado Children's Campaign, and countless other organizations that will be leveraged to create a positive experience for children and families.

- Equitable Policing Strategies

Though it did not happen in Denver, the tragic death of George Floyd and other wrongful deaths affecting communities of color have national significance and have sparked intense self-examination and reform in local law enforcement agencies across the United States. The protests that erupted in urban centers across the US brought together community activists, accountability organizations and everyday people in a public dialogue about policing strategies. Here in Denver, there are several accountability organizations engaged in meaningful dialogue with local law enforcement agencies including the Denver and Aurora police department's, two of the largest local law enforcement agencies in the state of Colorado. The NAACP, the faith community, ACLU, Office of the Independent Monitor, the Denver District Attorney's Office, and Colorado Attorney General's Office, are some of the leading organizations that hold our local law enforcement agencies to the highest standard of scrutiny, pushing greater transparency and increased focus on community policing strategies. The Denver Police Department, a self-described work in progress, has long-held some of the most progressive policing strategies in the United States. Local law enforcement agencies have made great strides in being responsive to concerns expressed by communities of color and they are working to listen actively and enhance policing protocols. Law enforcement agencies have also been proactive in efforts to create more equitable and balanced law enforcement strategies, including the STAR method (Support Team Assisted Response). The STAR Method includes the use of mental health and paramedical professionals for low-level issues as part of a continuum of care. This method prevents issues from escalating and prioritizes public health.

- Housing Rights and Homelessness

The Denver Metro area is currently confronting an affordable housing crisis. The desirability of Denver as a great quality of life destination has created high demand on existing housing stock and has negatively affected the availability of affordable and workforce housing. The onset of the coronavirus has further destabilized the housing environment. The City and County of Denver along with numerous nonprofit and government agencies, is working aggressively to address this crisis. The city's Housing Stability (HOST) office, The Colorado Housing and Finance Authority (CHFA), Metro Denver Homeless Initiative and numerous other nonprofit and private sector partners are engaged in constructive solutions for this evolving crisis. DENVER 2026 has convened numerous stakeholders to discuss the housing crisis and the state of homelessness in the context of potentially hosting matches for the FIFA World Cup. There is broad agreement that there are numerous avenues to bring the public and private sector together to create meaningful activities for FIFA World Cup patrons to positively impact the housing shortage and serve the homeless.



- Wages and Workers Rights

The economic opportunity for cities chosen to host matches for the 2026 FIFA World Cup is undeniable. DENVER 2026 feels strongly that it should steward equitable economic opportunity for underserved constituencies if selected as a host city. Beyond the bid committee's intent to think critically about employment and contracting opportunities, there is already an economic equity movement effort in Denver. The Denver Metro Chamber of Commerce is currently advancing an initiative called Prosper Colorado:

A joint initiative launched in 2019 by the Denver Metro Chamber of Commerce, Metro Denver Economic Development Corporation and Denver Metro Chamber Leadership Foundation, Prosper CO brings together the public, private and nonprofit sectors to identify, understand and eliminate the barriers to opportunity in Colorado. Prosper CO is committed to making Colorado the best place to live, work and do business – no matter your race, ethnicity or gender. It is our pledge to every Coloradan, especially women and people of color who continue to face barriers, that we will take action to remove barriers and create an economy that provides access to opportunities for all Coloradans. Learn more at <https://denverchamber.org/prosper-colorado>.

In addition to private sector leadership for a more equitable economy, the City and County of Denver's economic development agency is advancing numerous reforms to raise minimum wage, and expand minority and women owned business contracting opportunities in the city:

With the passage of Council Bill 19-1237, beginning Jan. 1, 2020 the minimum wage for all workers in Denver who work more than four hours a week and do not receive tips will increase to \$12.85/hour, and will increase to \$9.83/hour for tipped employees. Building on previous actions to ensure Denver city employees and many city service contract employees are paid a minimum wage of \$15 per hour by 2021, Mayor Hancock and Councilwoman Kniech introduced legislation to set a citywide minimum wage for all workers employed in Denver beginning Jan. 1, 2020. The ordinance was approved by the Denver City Council on Nov. 25, 2019.

Following outreach and feedback from five town halls, stakeholder open houses, and individual meetings with organizations, community leaders and residents, the ordinance confronts wage inequity and cost of living affordability through a raise for 90,000 Denver workers, while giving employers three incremental steps to transition to \$15.87 per hour.

Six weeks of extensive outreach garnered input from surrounding local governments and community stakeholders – including chambers of commerce, large and small businesses, businesses that employ tipped workers, workers, labor unions, business improvement districts, trade associations and industry groups, non-profits, and cultural and community organizations – on the initial proposal. Balancing that feedback, Mayor Hancock and Councilwoman Kniech's ordinance elevates Denver's minimum wage to:

\$12.85 an hour on Jan. 1, 2020;  
\$14.77 an hour on Jan. 1, 2021;  
\$15.87 an hour on Jan. 1, 2022; and annual adjustments based on the Consumer Price Index each year thereafter.

This year, Denver set a higher minimum wage for city employees and contractors. During this year's legislative session, through HB19-1210, the Colorado General Assembly authorized local governments to set a citywide minimum wage greater than the state constitutional wage, currently \$11.10 an hour and scheduled to go to \$12.00 on Jan. 1, 2021.

There is also a strong and active community of Labor rights organizations in the region and numerous labor unions, **including but not limited to:**

- Denver Area Labor Federation (DALF)



- Service Employees International Union (SEIU)
- Sheet Metal, Air, Rail and Transportation
- Colorado Building and Trades Council (CBCTC)
- Communications Workers of America (CWA)
- SMART
- Colorado AFL-CIO
- UNITE HERE
- American Federation of State, County and Municipal Employees (AFSCME)
- International Brotherhood of Electrical Workers (IBEW)
- American Federation of Teachers
- Amalgamated Transit Union (ATU)

Further, the Office of the Auditor for the City and County of Denver regularly surveys the environment to monitor wage theft and the misclassification of workers. The City Auditor has the authority to pursue restitution for laborers who face wage theft and labor abuses. For more information, go to [www.denverauditor.org](http://www.denverauditor.org).

- Labor Rights Compliance of Companies Providing Goods and Services to DENVER 2026

#### A. Summary of Current Employment/Labor Rights' Protections Under Denver and Colorado Laws

1. Denver and Colorado have some of the most progressive and protective employment and labor laws in the country, including the below protections. It is expected that Colorado will continue to be a leader in promulgating and increasing employee rights protections. Current protections include:

##### i. For hourly workers:

1. The Denver minimum wage is currently \$14.77 per hour, which is more than double the federal minimum wage (\$7.25 per hour);
2. Overtime paid at 12 hours per day (in addition to the federal requirement of 40 hours per week);
3. Completely uninterrupted meal periods of 30 minutes for shifts over 6 hours (or payment for the same);
4. Paid 10-minute rest periods for every 4 hours of work (or payment for each missed rest period);
5. Heightened tipped worker protections;

ii. For salaried workers, a requirement that, effective 2024, that for an employee to be paid on a salary basis, the minimum salary must be \$55,000 (which is nearly \$20,000 more than the federal level of \$35,568 annually).

##### iii. For all workers (salaried and hourly):

1. Paid leave of up to ~80 hours per year;
2. Pay equity and pay transparency requirements;
3. Final pay and deductions requirements;
4. Youth employment law requirements regarding ages, work hours, and permissible occupations;
5. Protection for whistleblowers.

A comprehensive index of the applicable laws can be found at the attached Appendix A.

#### B. Compliance, Accountability, and Enforcement

1. Compliance and Accountability: Among other measures, the Denver 2026 Host Committee will require



that all third-party vendors attest that, with respect to all aspects of business conducted for the contract, it will: (a) comply with Denver’s and Colorado’s labor and employment laws, and (b) provide the rights under these laws to all employees working on these contracts. These requirements will apply to activities performed by workers both within and outside the jurisdiction. Specifically, the following contractual language will be required:

Consultant shall perform or cause to be performed all services in full compliance with all applicable laws, rules, regulations, and codes of the United States, the State of Colorado; and with the Charter, ordinances, rules, regulations and Executive Orders of the City and County of Denver, including all services performed outside of the City and County of Denver.

Additionally, all third-party vendors shall be required to post all Denver and Colorado-required posters, summarizing employers’ responsibilities and employee rights, and shall be required to distribute such posters to all employees working on this contract.

2. Enforcement: In the event that the Denver 2026 Host Committee learns that a contracting party violates these contractual obligations, the Host Committee will have several rights, up to and including terminating the contract.

- Appendix A – City & County of Denver and State of Colorado

Labor and Employment Laws Protecting Workers’ Rights:

- o Chance to Compete Act
- o Colorado Anti-Discrimination Act
- o Colorado Employment Security Act (unemployment)
- o Colorado Employment Verification Law
- o Colorado Overtime and Minimum Pay Standards Order
- o Colorado Wage Act
- o Colorado Wage Protection Rules
- o Colorado Whistleblower, Anti-Retaliation, Non-Interference, and Notice-Giving Rules
- o Creating a Respectful and Open World for Natural Hair (CROWN) Act
- o Denver Minimum Wage Ordinance
- o Denver Prevailing Wage Ordinance
- o Employment Opportunity Act and Rules (credit history inquiry ban)
- o Healthy Families and Workplaces Act (paid leave); Colorado Paid Family and Medical Leave (effective 2023)
- o Equal Pay for Equal Work Act and Equal Pay Transparency Rules
- o Human Trafficking, Involuntary Servitude, Sexual Servitude, and Slavery Laws
- o Labor Peace Act and Rules (unfair labor practices)
- o Public Contracts for Services Law
- o Social Media and the Workplace Law and Rules
- o Workers Compensation Act
- o Workplace Accommodations for Nursing Mothers Act
- o Youth Employment Opportunity Act

- Disability Access

People with disabilities around the world face numerous challenges to physical access and equitable participation in society. Access and mobility challenges are significant across transportation networks, physical infrastructure, venue access, programming, and economic opportunity. While the United States has made significant progress over many generations including the passage of the Americans with Disabilities Act (ADA), there



is still a significant gap in physical accessibility, access to economic opportunity and equitable participation in society. The city of Denver has a strong community of supportive agencies and nonprofit organizations working to enhance the quality of life and equitable participation of people with disabilities. Under the city's Office of Human Rights and Community Partnerships, there is an active Denver Commission for People with Disabilities that works to advise the city government on the current state of affairs for people with disabilities and policy actions to improve their quality of life and place:

The mission of the Denver Commission for People with Disabilities (DCPD) is to promote and enhance equality for people with disabilities through empowerment, advocacy, and education by working with community members, as well as City and County of Denver officials and employees who have the ability to affect change.

DENVER 2026 is committed to assessing the venue and programming experience for people with disabilities to create an accessible and inclusive experience during the 2026 FIFA World Cup.]

#### • Voting Rights Laws and Voter Protections in Colorado - A National Model

In the United States, national scrutiny is being leveled on emerging legislation in select markets that some may view as restrictive of voter access and disenfranchises voters. Colorado, on the other hand, has been heralded as a national model for voter rights and access to the democratic process. According to the Denver Post, "By nearly all measures, Colorado makes it more convenient to vote and is consistently and widely hailed by Democratic and Republican officials alike as among the safest and most accessible states in the U.S. to cast a ballot."

Compared to many other states in the U.S., Colorado is distinguished for expanding voter participation and removing barriers to the ballot box through several key provisions of state law (Colorado Revised Statute C.R.S.):

1. Mail-In Ballots - All sixty four (64) Colorado counties are mandated to AUTOMATICALLY mail ballots to registered voters who can either return those ballots at their convenience by mail, or in person at a wide range of drop-off sites. The vast majority of Coloradans vote by mail and do not need to go through the process of physically traveling to a ballot box. Onsite voting at polling locations is still available, but it is not widely used by Colorado's residents/citizens given the convenience of Colorado's vote-by-mail option.
2. Non-Strict Voter ID Laws - Unlike some other states, Colorado does not have a narrowly defined and prescriptive voter ID requirement. Colorado voters can use a wide range of identifying documents to vote in person, including bank or utility statements or a photo ID.
3. Early Voting - The vast majority of Coloradans who are registered to vote, return their ballots by mail and do not travel to polling locations. For those voters who choose to vote in person, or need to cast a physical ballot for any reason - Colorado law allows for early voting for up to 15 days before Election Day.
4. Food and Water Access at Polling Places - For residents/citizens that choose to vote in person, Colorado law acknowledges that having access to food and water while waiting in line is a basic human right. State law allows for giving food to voters waiting in line unless they are within 100 feet of a polling place or wearing campaign gear or accessories bearing the name or image of a candidate, party or issues (that practice is called "electioneering" and is illegal).
5. Generous Voter Registration Deadlines - Colorado law permits people to register to vote up to, and even on, Election Day. By contrast, some other states restrict voter registration up to 28 days before Election Day.
6. Parolee Voting - Under Colorado Revised Statute (state law), all persons serving a sentence of parole may vote. Persons sentenced to parole are considered to have completed their "full term of imprisonment" as that term appears in the state constitution. Individuals in jail awaiting trial or serving a sentence for a misdemeanor conviction also have the right to vote, as well as the right to register to vote and vote in any election. Individuals on bond with a criminal case pending are also eligible to vote as long as they are not convicted and serving a sentence of confinement or detention for a felony at the time of the election.



Individuals on probation may register to vote and cast their vote in any election. Finally, in Colorado, if you have previously been convicted, you have the right to vote after you have served your sentence. The day you are released from detention or incarceration is the day your eligibility to register to vote is restored.

(SOURCE: <https://www.sos.state.co.us/pubs/elections/FAQs/VotingAndConviction.html>)

It is important to note that during the last U.S. national election cycle in November 2020, Colorado had the 2nd highest voter turn-out in the entire country. Given the ease of voting and voter interest, approximately 87% of registered Colorado voters voted. Many of Colorado's voter rights outlined above that are celebrated as a model for fair and open elections around the country are memorialized in the Voter Access and Modernized Elections Act of 2013 (HB 13-1303) that mandated automatic mail-in ballots in every Colorado county. Excerpts from the Act are included below:

#### HOUSE BILL 13-1303

BY REPRESENTATIVE(S) Hullinghorst and Pabon, Buckner, Court, Duran, Exum, Fields, Fischer, Foote, Ginal, Hamner, Kagan, Kraft-Tharp, Labuda, Lebsack, Lee, Levy, May, McLachlan, Melton, Mitsch Bush, Moreno, Pettersen, Primavera, Rosenthal, Ryden, Salazar, Tyler, Vigil, Williams, Young, Ferrandino; also SENATOR(S) Giron, Aguilar, Carroll, Guzman, Heath, Hudak, Jahn, Johnston, Jones, Kefalas, Kerr, Newell, Nicholson, Schwartz, Steadman, Tochtrop, Todd, Ulibarri, Morse.

AN ACT CONCERNING MEASURES TO STRENGTHEN THE PARTICIPATION OF INDIVIDUALS IN THE ELECTORAL PROCESS, AND, IN CONNECTION THEREWITH, REDUCING THE MINIMUM DURATIONAL REQUIREMENT FOR AN ELECTOR TO QUALIFY AS A STATE RESIDENT, ALLOWING ELECTORS TO REGISTER TO VOTE THROUGH ELECTION DAY, REPEALING THE CATEGORY OF VOTER INACTIVITY TRIGGERED BY AN ELECTOR'S FAILURE TO VOTE, REQUIRING MAIL BALLOTS TO BE SENT TO ACTIVE ELECTORS FOR ELECTIONS CONDUCTED UNDER THE "UNIFORM ELECTION CODE OF 1992", REPLACING POLLING PLACES WITH VOTER SERVICE AND POLLING CENTERS AND BALLOT DROP-OFF LOCATIONS FOR MAIL BALLOT ELECTIONS, AND MAKING AN APPROPRIATION.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. Short Title. This act shall be known and may be cited as the "Voter Access and Modernized Elections Act".

SECTION 2. Legislative declaration. (1) The general assembly hereby finds, determines, and declares that the intent of this act is to remove barriers to participation in the electoral process by making both voting and voter registration more convenient and accessible. Therefore, all eligible citizens who want to exercise their right to vote should have the opportunity to exercise their right to vote by being able to register to vote up to and on election day. (2) The general assembly further finds, determines, and declares that the peoples' self-government through the electoral process more legitimate and better accepted when voter participation increases. By implementing this act, the general assembly hereby conclude that it is appropriate to expand the use of mail ballot elections as a means to increase voter participation. Recognizing the continued need for in-person voting options through early voting and on election day, the general) Capital letters indicate new material added to existing statutes; dashes through words indicate deletions from existing statutes and such material not part of act.682 Elections Ch. 185 assembly also finds that mail ballot elections must include voter service and polling centers to enable electors to register to vote, update their registration information, and cast ballots in person.

In addition to Colorado's *Voter Access and Modernized Elections Act of 2013*, Colorado's Constitution provides broad protections to the democratic process that can be found in Article 7 outlined here:



## Colorado Constitution, Article 7

### Suffrage and Elections

Section 1. Qualifications of elector. Every citizen of the United States who has attained the age of eighteen years, has resided in this state not less than one year next preceding the election at which he offers to vote and in the county, city, town, ward, or precinct such time as may be prescribed by law, and has been duly registered as a voter if required by law shall be qualified to vote at all elections; except that the general assembly may by law extend to citizens of the United States who have resided in this state less than one year the right to vote for presidential and vice presidential electors.

As amended November 4, 1902; November 6, 1962. (See Laws 1901, p. 107; Laws 1963, p. 1057.); as amended November 8, 1988. Effective upon proclamation of the Governor, January 3, 1989. (For the text of this amendment and the votes cast thereon, see L. 88, p. 1453, and L. 89, p. 1656.)

Section 1a. Qualifications of elector residence on federal land. Any other provision of this constitution with regard to “qualifications of electors” notwithstanding, every citizen of the United States who shall be otherwise qualified and shall have resided in this state not less than three months next preceding the election at which he offers to vote, and in the county or precinct such time as may be prescribed by law, shall be qualified to vote at all elections; provided, that the general assembly may by law extend to citizens of the United States who have resided in this state less than three months, the right to vote for presidential and vice presidential electors, United States senators, and United States representatives.

Any person who otherwise meets the requirements of law for voting in this state shall not be denied the right to vote in an election because of residence on land situated within this state that is under the jurisdiction of the United States.

Adopted November 3, 1970. Effective upon proclamation by the Governor, December 7, 1970. (See Laws 1970, p. 446.)

### Section 2. Suffrage to women.

Repealed November 8, 1988. Effective upon proclamation of the Governor, January 3, 1989. (For the text of this repeal and the votes cast thereon, see L. 88, p. 1454, and L. 89, p. 1657.)

### Section 3. Educational qualifications of elector.

(Deleted by amendment.)

As amended November 6, 1990. Effective upon proclamation of the Governor, January 3, 1991. (For the text of this amendment and the votes cast thereon, see L. 90, p. 1861, and L. 91, p. 2032.)

Section 4. When residence does not change. For the purpose of voting and eligibility to office, no person shall be deemed to have gained a residence by reason of his presence, or lost it by reason of his absence, while in the civil or military service of the state, or of the United States, nor while a student at any institution of learning, nor while kept at public expense in any poorhouse or other asylum, nor while confined in public prison.

Section 5. Privilege of voters. Voters shall in all cases, except treason, felony or breach of the peace, be privileged from arrest during their attendance at elections, and in going to and returning therefrom.

Section 6. Electors only eligible to office. No person except a qualified elector shall be elected or appointed to any civil or military office in the state.



Section 7. General election. The general election shall be held on such day as may be prescribed by law.

As amended November 3, 1992. Effective upon proclamation of the Governor, January 14, 1993. (For the text of the amendments and the votes cast thereon, see L. 92, p. 2316 and L. 93, p. 2159.)

Section 8. Elections by ballot or voting machine. All elections by the people shall be by ballot, and in case paper ballots are required to be used, no ballots shall be marked in any way whereby the ballot can be identified as the ballot of the person casting it. The election officers shall be sworn or affirmed not to inquire or disclose how any elector shall have voted. In all cases of contested election in which paper ballots are required to be used, the ballots cast may be counted and compared with the list of voters, and examined under such safeguards and regulations as may be provided by law. Nothing in this section, however, shall be construed to prevent the use of any machine or mechanical contrivance for the purpose of receiving and registering the votes cast at any election, provided that secrecy in voting is preserved.

When the governing body of any county, city, city and county or town, including the city and county of Denver, and any city, city and county or town which may be governed by the provisions of special charter, shall adopt and purchase a voting machine, or voting machines, such governing body may provide for the payment therefor by the issuance of interest bearing bonds, certificates of indebtedness or other obligations, which shall be a charge upon such city, city and county, or town; such bonds, certificates or other obligations may be made payable at such time or times, not exceeding ten years from date of issue, as may be determined, but shall not be issued or sold at less than par.

As amended November 5, 1946. (See Laws 1947, p. 427.)

Section 9. No privilege to witness in election trial. In trials of contested elections, and for offenses arising under the election law, no person shall be permitted to withhold his testimony on the ground that it may criminate himself, or subject him to public infamy; but such testimony shall not be used against him in any judicial proceeding, except for perjury in giving such testimony.

Section 10. Disfranchisement during imprisonment. No person while confined in any public prison shall be entitled to vote; but every such person who was a qualified elector prior to such imprisonment, and who is released therefrom by virtue of a pardon, or by virtue of having served out his full term of imprisonment, shall without further action, be invested with all the rights of citizenship, except as otherwise provided in this constitution.

Section 11. Purity of elections. The general assembly shall pass laws to secure the purity of elections, and guard against abuses of the elective franchise.

Section 12. Election contests by whom tried. The general assembly shall, by general law, designate the courts and judges by whom the several classes of election contests, not herein provided for, shall be tried, and regulate the manner of trial, and all matters incident thereto, but no such law shall apply to any contest arising out of an election held before its passage.

- COVID-19 Risks and Mitigation Measures

The global Coronavirus pandemic that decimated public health in 2020 was aggressively managed by public and private health agencies in Denver and across the state of Colorado through campaigns to support wearing masks, expansive contact tracing, widespread public health advisories, and sophisticated deployments of mass vaccination clinics. Tight-knit coordination between Denver Public Health and Environment (the City and County of Denver's public health agency), the Colorado Department of Public Health and Environment and private health system providers like UHealth and Denver Health were extraordinary. Denver and Colorado were highly





	<p>effective at containing the virus early on, then systematically reducing infections and new cases through aggressive vaccination efforts. As of June 2021, Denver and Colorado have opened all aspects of public life and commerce and mask-wearing is only limited to the small segment of the population who has not been vaccinated. Denver is once-again enjoying large public gatherings and sporting events.</p> <p>Denver, in partnership with supporting entities like UHealth, created a national playbook for mass vaccination clinics (See attached playbook). In partnership with medical staff, volunteers, local and state government, UHealth vaccinated thousands of people in record time and educated countless residents on public health and safety protocols. At peak, UHealth and its partners were vaccinating 5,000 people a day in Denver.</p> <p>June 3 - 6, 2021, Denver hosted the CONCACAF Nations League Finals at Empower Field at Mile High Stadium (one of the DENVER 2026 proposed venues for the 2026 FIFA World Cup) where strong public health protocols and Coronavirus vaccination clinics were on full display. UHealth vaccinated fans and players in attendance at the event, including the Mexican, Honduran, and Costa Rica national team players, referees, and stadium staff.</p> <p>DENVER 2026 is prepared to leverage this infrastructure and a strong communications strategy for public health awareness during the 2026 FIFA World Cup.</p>
3	<p>Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:</p> <ul style="list-style-type: none"> <li>a) A description of the area of opportunity (e.g. what could be achieved; how would it positively impact on people and the community)</li> <li>b) A description of how the hosting of games is linked to the opportunity (e.g. how can the event be used as a rallying point for such progress)</li> </ul> <p>[DENVER 2026 is excited about the opportunity to foster a human rights legacy that celebrates the role of the FIFA World Cup in bringing together diverse communities and furthering the sport of soccer. While Denver’s overall human rights strategy will advance several important human rights issues, DENVER 2026 will elevate three investment areas as official legacy projects:</p> <p>1) Referee and Coaching Development in Underserved Communities</p> <p>DENVER 2026 will partner with US Soccer/Colorado Soccer Association to provide aspiring youth coaches from underserved communities an opportunity to get formalized training &amp; certification, and advancement and placement before, during, and after World Cup. DENVER 2026 will also work with US Soccer/Colorado Soccer Association to fund free, ongoing referee training, advancement, and employment opportunities (with local leagues, affiliated and not) for people in underserved communities before, during, and after World Cup.</p> <p>2) Strategic Development of Mini-Pitches in Underserved Communities</p> <p>DENVER 2026 will work with the City and County of Denver to identify potential parcels and low-income underserved communities to be candidates for the development of many pitches to foster health equity and extend the legacy of the game.</p> <p>3) World Cup Public Art Project and Infrastructure Improvements in Civic Center Park</p> <p>DENVER 2026 will work with the Mayor’s Office, Denver Parks and Recreation and the Downtown Denver Partnership to explore potential infrastructure improvements and a public art project to commemorate the hosting of matches for the 2026 FIFA World Cup.]</p>



III. Description of planned measures to address risks and capitalise on opportunities	
4	<p>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:</p> <ul style="list-style-type: none"> <li>a) The specific measures planned by the host city (e.g. new regulations, mechanisms or programmes)</li> <li>b) Concrete milestones and related time frames for the planned measures</li> <li>c) Whether and how the host city plans to work with external stakeholders in developing and delivering the</li> </ul>
	<p>measures including for example the type of involvement, the frequency of meetings, provisions to ensure accessibility for disabled people and people with limited mobility</p>
	<p>[SEE APPENDIX B: DENVER 2026 HUMAN RIGHTS STRATEGY]</p>
5	<p>Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered</p>
	<p>[The DENVER 2026 Bid Committee believes it is important to dignify every voice and create a pathway to express grievances should incidents occur. As a result, DENVER 2026 will stand-up a human rights command center to provide counsel and advice to World Cup stakeholders on emerging events and create a 24/7 hotline for visitors to report human rights grievances. The human rights command center will track and respond to each issue, connecting plaintiffs with the appropriate parties to investigate their claims or provide services to mitigate the impact of the grievance.]</p>
6	<p>Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:</p> <ul style="list-style-type: none"> <li>a) The specific measures planned by the host city</li> <li>b) Whether and how the host city plans to work with external stakeholders in developing and delivering the measures</li> </ul>
	<p>[SEE APPENDIX B: DENVER 2026 HUMAN RIGHTS STRATEGY]</p>
IV. Stakeholder engagement plan	
7	<p>Please describe how the host city plans and commits to integrate external stakeholders in the preparation and delivery of the tournament with respect to human rights-related aspects and indicate whether this plan has been discussed with and is supported by such external stakeholders</p>
	<p>[The DENVER 2026 human rights stakeholder engagement strategy will foster continuous dialogue with critical stakeholders by creating a robust community engagement plan and seating several stakeholder advisory groups to advise the bid committee on the state of various human rights issues during the FIFA World Cup. The DENVER 2026 Human Rights Sub-Committee has conducted extensive stakeholder outreach, numerous focus groups and one-on-one conversations about human rights issues.</p> <p>DENVER 2026 has already been actively engaged in community outreach pertaining to its Human Rights Strategy, having completed dozens of presentations to diverse constituencies and the creation of a communications plan focused on public communication about the importance of human rights and show-casing the DENVER 2026 Human Rights Strategy. In partnership with all DENVER 2026 Sub-Committees, a tiered activation strategy for stakeholder engagement will be rolled out leading to 2026 FIFA World Cup matches - with expansive community engagement before, during and after the event.</p>



1) Community engagement plan will include, but is not limited to:

- a. Creation of a speaker's bureau to provide community updates and presentations about the World Cup bid and activities prior to and during the event.
- b. Town hall meetings with each registered neighborhood organization in districts with match venues or event venues, prior to the events, in order to solicit feedback about best practices to mitigate neighborhood impacts before and during the event.
- c. Creation of a media strategy to highlight the DENVER 2026 Human Rights Strategy and Vision for Human Rights.

2) Stakeholder advisory groups, including:

- a. tournament organizations
- b. community affiliates / underserved communities
- c. attendees
- d. workforce (labor-management)
- e. supply chain
- f. participants
- g. regulatory bodies
- h. community soccer-related organizations]



## APPENDIX A: HUMAN RIGHTS STRATEGY STAKEHOLDER ENGAGEMENT LOG

(FINAL v 1/21/21)

8/19/20	
<b>SESSION NAME</b>	Human Rights Briefing by Centro de los Derechos del Migrante, Inc.
<b>ISSUES/ OUTCOMES</b>	<p>Discussed strategies for labor protections for migrant workers, including short term visas, guest workers, and recruitment fees. Also received guidance on the risks of workers being paid insufficient wages and the importance of advancing gender and racial equity and avoiding discrimination of workers by age or LGBTQ. Reviewed Qatar’s record as a host country.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Rachel Micah-Jones, Centro de los Derechos del Migrante, Inc.</li> <li>• Jerome Davis, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; Regional Vice President Xcel Energy</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Derek Okubo, Executive Director, Agency of Human Rights &amp; Community Partnerships, City and County of Denver (Mayoral Appointee)</li> </ul>
9/14/20	
<b>SESSION NAME</b>	DENVER 2026 Bid Committee Co-Chairs Meeting
<b>ISSUES/ OUTCOMES</b>	<p>Set priorities and action plan to address FIFA Human Rights Bid Requirements. Assigned to DENVER 2026 Human Rights Sub-Committee. Scheduled Human Rights briefing for entire DENVER 2026 Bid Committee.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UCHHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Derek Okubo, Executive Director, Agency of Human Rights &amp; Community Partnerships, City and County of Denver (Mayoral Appointee)</li> </ul>



9/25/20

SESSION NAME	DENVER 2026 Full Bid Committee
ISSUES/ OUTCOMES	<p>Informed full DENVER 2026 Bid Committee of FIFA Human Rights Bid Requirements. Provided executive summary of Ergon Human Rights Risk Assessment on Denver - including concerns about homelessness, affordable housing, inequitable policing, child safety, accessibility and economic opportunity.</p> <p><u>Format:</u> Zoom Call / Briefing and Q&amp;A</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>• Jeff Ruffe, DENVER 2026 Finance and Fundraising, Legal and Administration Sub-Committees &amp; Executive Vice President of Finance and Administration at VISIT DENVER</li> <li>• Kelly Brough, DENVER 2026 Civic and Community Partners Committee &amp; President and CEO Denver Metro Chamber of Commerce</li> <li>• Amie Mayhew, President and CEO Colorado Hotel and Lodging Association</li> <li>• Vikki Kelly, DENVER 2026 Transportation and Mobility Committee and Director of Destination Services and Events, VISIT DENVER</li> <li>• Tim Litherland, DENVER 2026 Growth of Game and Legacy Committee and Director of Sports and Specialty Markets, VISIT DENVER</li> <li>• Darryl Seibel, DENVER 2026 Media and communications Co-Chair and chief Brand and Communications Officer, World Lacrosse</li> <li>• Justin Bresler, DENVER 2026 Media and Communications Committee, and Vice President of Marketing and Business Development at VISIT DENVER</li> <li>• Jesse Davis, DENVER 2026, Media and Communications Committee, and Director of PR and Communications at VISIT DENVER</li> <li>• Steve Sander, DENVER 2026 Regional Marketing and Decor Co-Chair &amp; President, Sander Marketing</li> <li>• Jay Roberts, DENVER 2026 Stadium Lead &amp; General Manager at Empower Field</li> <li>• Lindsay Arell, DENVER 2026 Sustainability Co-Chair and Principal at Honeycomb Strategies</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UCHealth</li> <li>• Rachel Benedick, DENVER 2026 Bid Strategy Committee &amp; Executive Vice President of Sales and Services VISIT DENVER</li> <li>• Fred Worthen, DENVER 2026 Transportation and Mobility Committee &amp; Assistant General Manager of Bus Operations, RTD</li> <li>• Eric Neal, DENVER 2026 Fan and Team Experience Co-Chair &amp; Owner Neal Consulting</li> <li>• Amy Venturi, Chief of Staff, IMA Financial Group</li> <li>• Chuck Olney, DENVER 2026 Bid Strategy Committee &amp; Director of Business Development, Denver Broncos Football Club / Empower Field at Mile High</li> <li>• Mark Noonan, DENVER 2026 Bid Strategy Committee &amp; Founder and President Focal Sport LLC</li> <li>• Tiffany Eck, DENVER 2026 Sustainability Representative &amp; Associate Director of Convention Services at VISIT DENVER</li> <li>• Janice Sinden, DENVER 2026 Corporate Leadership Committee Co-Chair &amp; President &amp; CEO Denver Center for the Performing Arts</li> <li>• MC Genova, Director of Partnership and VISIT DENVER Foundation, VISIT DENVER</li> </ul>



	<ul style="list-style-type: none"> <li>• Wayne Brant, DENVER 2026 Bid Strategy Committee &amp; Senior Vice President of Business Operations, Colorado Rapids</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Mike Ferrufino, DENVER 2026 Civic and Community Partners Committee &amp; President and CEO Colorado Hispanic Chamber of Commerce</li> <li>• Pdraig Smith, DENVER 2026 Finance and Fundraising Co-Chair &amp; General Manager Colorado Rapids</li> <li>• Nate Shotts, DENVER 2026 Sport Community Engagement Co-Chair, CEO Colorado Soccer Association</li> <li>• Emily Bayton, DENVER 2026 Legal and Administration Co-Chair &amp; Partner, Faegre Drinker</li> <li>• Adam Agron, DENVER 2026 Legal and Administration Co-Chair &amp; Partner, Brownstein Hyatt Farber Schreck, LLP</li> <li>• Jeff Plush, DENVER 2026 Growth of Game and Legacy Co-Chair &amp; CEO USA Curling</li> <li>• Ramonna Robinson, DENVER 2026 Media Advisor &amp; President of Groundfloor Media and Co-Founder of Center Table</li> <li>• Richard Scharf, President &amp; CEO, VISIT DENVER</li> <li>• Temi Osifodunrun, DENVER 2026 Sport Community Engagement Co-Chair</li> <li>• Steven McCarthy, DENVER 2026 Security and City Services Co-Chair &amp; Chairman and Chief Executive Officer, Alem International</li> <li>• Tatiana Arguello, DENVER 2026 Media and Communications Co-Chair &amp; President and General Manager Telemundo Denver</li> <li>• Nicole Jarman, DENVER 2026 Fan Fest Co-Chair &amp; Owner, Hob Nob Events</li> <li>• Katy Strascina, Executive Director, Mayor's Office of Special Events</li> <li>• Liz Johnson, DENVER 2026 Regional Marketing and Decor Committee &amp; Associate Director of Marketing VISIT DENVER</li> <li>• Michelle Lucero, DENVER 2026 Civic and Community Partners Co-Chair &amp; Chief Administrative Officer and General Counsel, Children's Hospital of Colorado</li> <li>• Gabriel Cohen, DENVER 2026 Regional Marketing &amp; Décor Co-Chair &amp; Chief Marketing Officer, Monigle</li> <li>• Matt Hutchings, DENVER 2026 Stadium and Venues Co-Chair, Executive Vice President &amp; Chief Operating Officer, Kroenke Sports and Entertainment</li> <li>• Robert Cohen, DENVER 2026 Corporate Leadership Co-Chair &amp; Chairman and CEO, IMA Financial</li> </ul>
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<b>10/1/20</b>	
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<b>SESSION NAME</b>	DENVER 2026 Bid Committee Co-Chairs Meeting
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed and approved human rights presentation to be presented to DENVER 2026 Human Rights Sub-Committee</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UCHHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>



10/6/20

<b>10/6/20</b>	
<b>SESSION NAME</b>	DENVER 2026 Human Rights Sub-Committee
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed FIFA Human Rights Bid Requirements and ERGON Human Rights Risk Assessment on Denver, Drafted a broad list of local human rights stakeholders for future engagement. Held a visioning session for the Denver 2026 Human Rights Values. Discussed potential human rights risks covered by Ergon report and agreed to convene focus groups to explore the issues - including concerns about homelessness, affordable housing, inequitable policing, child safety, accessibility, and economic opportunity.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Jerome Davis, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; Regional Vice President Xcel Energy</li> <li>• Tami Door, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; CEO of the Downtown Denver Partnership</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UCHHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Derek Okubo, Executive Director, Agency of Human Rights &amp; Community Partnerships, City and County of Denver (Mayoral Appointee)</li> <li>• Jeff Plush, Co-Chair DENVER 2026 Growth of Game and Legacy Committee &amp; CEO of USA Curling</li> <li>• Andrew Contiguglia, DENVER 2026 Human Rights Sub-Committee &amp; Founder of the Contiguglia Law Firm &amp; Past President of the First Amendment Lawyers Associatio</li> <li>• James Mejia, DENVER 2026 Human Rights Sub-Committee &amp; President and CEO of Denver Film</li> <li>• Adeeb Khan, DENVER 2026 Human Rights Sub-Committee &amp; Vice President of Corporate Social Responsibility and Executive Director of Delta Dental of Colorado</li> <li>• Matthew Burkett, DENVER 2026 Human Rights Sub-Committee &amp; Founder, Chairman and CEO of The Flyfisher Group</li> <li>• Jon Lehmann, DENVER 2026 Human Rights Sub-Committee &amp; Senior Director Government and Regulatory Affairs, Comcast</li> <li>• Tiffany Eck, DENVER 2026 Sustainability Representative &amp; Associate Director of Convention Services at VISIT DENVER</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Sammy Verrill, DENVER 2026 Administrative Support &amp; Convention Sales and Denver Sports Coordinator at VISIT DENVER</li> </ul>



10/14/20

SESSION NAME	DENVER 2026 Human Rights Sub-Committee
ISSUES/ OUTCOMES	<p>Created and approved a DENVER 2026 Human Rights Visions Statement:</p> <p><i>The DENVER 2026 Bid Committee is dedicated to producing a safe, welcoming, inclusive, and accessible FIFA World Cup that will raise the bar for the advancement of human rights in our community – and set a positive example for the world. Our approach will be transparent and will dignify the needs of all visitors and residents while developing innovative, community-led solutions that are human-centered and equitable. Sports culture, respectful engagement and the celebration of diversity is in our DNA. It is our lived experience.</i></p> <p><i>We are ready FOR THE WORLD.</i></p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>• Jerome Davis, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; Regional Vice President Xcel Energy</li> <li>• Tami Door, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; CEO of the Downtown Denver Partnership</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UCHHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Derek Okubo, Executive Director, Agency of Human Rights &amp; Community Partnerships, City and County of Denver (Mayoral Appointee)</li> <li>• Jeff Plush, Co-Chair DENVER 2026 Growth of Game and Legacy Committee &amp; CEO of USA Curling</li> <li>• Andrew Contiguglia, DENVER 2026 Human Rights Sub-Committee Founder of the Contiguglia Law Firm &amp; Past President of the First Amendment Lawyers Association</li> <li>• James Mejia, DENVER 2026 Human Rights Sub-Committee &amp; President and CEO of Denver Film</li> <li>• Adeeb Khan, DENVER 2026 Human Rights Sub-Committee &amp; Vice President of Corporate Social Responsibility and Executive Director of Delta Dental of Colorado</li> <li>• Matthew Burkett, DENVER 2026 Human Rights Sub-Committee &amp; Founder, Chairman and CEO of The Flyfisher Group</li> <li>• Jon Lehmann, DENVER 2026 Human Rights Sub-Committee &amp; Senior Director Government and Regulatory Affairs, Comcast</li> <li>• Tiffany Eck, DENVER 2026 Sustainability Representative &amp; Associate Director of Convention Services at VISIT DENVER</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Sammy Verrill, DENVER 2026 Administrative Support &amp; Convention Sales and Denver Sports Coordinator at VISIT DENVER</li> </ul>





10/15/20

SESSION NAME	DENVER 2026 Full Bid Committee
ISSUES/ OUTCOMES	<p>Sent the DENVER 2026 Human Rights Vision and guiding human rights questions to all Bid sub-committee co-chairs with a directive to be mindful of human rights impacts.</p> <p><u>Format:</u> Email and Follow-Up Briefings via Zoom</p> <p><u>Moderator:</u> Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</p> <p>Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>• Jeff Ruffe, DENVER 2026 Finance and Fundraising, Legal and Administration Committees &amp; Executive Vice President of Finance and Administration at VISIT DENVER</li> <li>• Kelly Brough, DENVER 2026 Civic and Community Partners Committee &amp; President and CEO Denver Metro Chamber of Commerce</li> <li>• Amie Mayhew, President and CEO Colorado Hotel and Lodging Association</li> <li>• Vikki Kelly, DENVER 2026 Transportation and Mobility Committee and Director of Destination Services and Events, VISIT DENVER</li> <li>• Tim Litherland, DENVER 2026 Growth of Game and Legacy Committee and Director of Sports and Specialty Markets, VISIT DENVER</li> <li>• Darryl Seibel, DENVER 2026 Media &amp; Communications Co-Chair and Chief Brand and Communications Officer, World Lacrosse</li> <li>• Justin Bresler, DENVER 2026 Media and Communications Committee, and Vice President of Marketing and Business Development at VISIT DENVER</li> <li>• Jesse Davis, DENVER 2026, Media and Communications Committee, and Director of PR and Communications at VISIT DENVER</li> <li>• Steve Sander, DENVER 2026 Regional Marketing and Decor Co-Chair &amp; President, Sander Marketing</li> <li>• Jay Roberts, DENVER 2026 Stadium Lead &amp; General Manager at Empower Field</li> <li>• Lindsay Arell, DENVER 2026 Sustainability Co-Chair and Principal at Honeycomb Strategies</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UCHealth</li> <li>• Rachel Benedick, DENVER 2026 Bid Strategy Committee &amp; Executive Vice President of Sales and Services VISIT DENVER</li> <li>• Fred Worthen, DENVER 2026 Transportation and Mobility Committee &amp; Assistant General Manager of Bus Operations, RTD</li> <li>• Eric Neal, DENVER 2026 Fan and Team Experience Co-Chair &amp; Owner Neal Consulting</li> <li>• Chuck Olney, DENVER 2026 Bid Strategy Committee &amp; Director of Business Development, Denver Broncos Football Club / Empower Field at Mile High</li> <li>• Mark Noonan, DENVER 2026 Bid Strategy Committee &amp; Founder and President Focal Sport LLC</li> <li>• Amy Venturi, Chief of Staff, IMA Financial Group</li> <li>• Tiffany Eck, DENVER 2026 Sustainability Representative &amp; Associate Director of Convention Services at VISIT DENVER</li> <li>• Janice Sinden, DENVER 2026 Corporate Leadership Committee Co-Chair &amp; President &amp; CEO Denver Center for the Performing Arts</li> <li>• MC Genova, Director of Partnership and VISIT DENVER Foundation, VISIT DENVER</li> </ul>



	<ul style="list-style-type: none"> <li>• Wayne Brant, DENVER 2026 Bid Strategy Committee &amp; Senior Vice President of Business Operations, Colorado Rapids</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Mike Ferrufino, DENVER 2026 Civic and Community Partners Committee &amp; President and CEO Colorado Hispanic Chamber of Commerce</li> <li>• Padraig Smith, DENVER 2026 Finance and Fundraising Co-Chair &amp; General Manager Colorado Rapids</li> <li>• Nate Shotts, DENVER 2026 Sport Community Engagement Co-Chair, CEO Colorado Soccer Association</li> <li>• Emily Bayton, DENVER 2026 Legal and Administration Co-Chair &amp; Partner, Faegre Drinker</li> <li>• Adam Agron, DENVER 2026 Legal and Administration Co-Chair &amp; Partner, Brownstein Hyatt Farber Schreck, LLP</li> <li>• Jeff Plush, DENVER 2026 Growth of Game and Legacy Co-Chair &amp; CEO of USA Curling</li> <li>• Ramonna Robinson, DENVER 2026 Media Advisor &amp; President of Groundfloor Media and Co-Founder of Center Table</li> <li>• Richard Scharf, President &amp; CEO, VISIT DENVER</li> <li>• Temi Osifodunrun, DENVER 2026 Sport Community Engagement Co-Chair</li> <li>• Steven McCarthy, DENVER 2026 Security and City Services Co-Chair &amp; Chairman and Chief Executive Officer Alem International</li> <li>• Tatiana Arguello, DENVER 2026 Media and Communications Co-Chair, President &amp; General Manager, Telemundo Denver</li> <li>• Nicole Jarman, DENVER 2026 Fan Fest Co-Chair &amp; Owner Hob Nob Events</li> <li>• Katy Strascina, Executive Director, Mayor’s Office of Special Events</li> <li>• Liz Johnson, DENVER 2026 Regional Marketing and Decor Committee &amp; Associate Director of Marketing VISIT DENVER</li> <li>• Michelle Lucero, DENVER 2026 Civic and Community Partners Co-Chair &amp; Chief Administrative Officer and General Counsel, Children’s Hospital of Colorado</li> <li>• Gabriel Cohen, DENVER 2026 Regional Marketing &amp; Décor Co-Chair &amp; Chief Marketing Officer, Monigle</li> <li>• Matt Hutchings, DENVER 2026 Stadium and Venues Co-Chair &amp; Executive Vice President and Chief Operating Officer Kroenke Sports and Entertainment</li> <li>• Robert Cohen, DENVER 2026 Corporate Leadership Co-Chair &amp; Chairman and CEO IMA Financial</li> </ul>
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<b>10/19/20</b>	
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<b>SESSION NAME</b>	DENVER 2026 Civic and Community Partnerships Committee
<b>ISSUES/ OUTCOMES</b>	<p>Provided an overview of FIFA’s human rights strategy requirements and Denver’s stakeholder engagement strategy.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Carrie Atiyeh, Director of Government in Community Affairs, VISIT DENVER</li> <li>• Kelly Brough, DENVER 2026 Civic and Community Partners Committee &amp; President and CEO Denver Metro Chamber of Commerce</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Carrie Atiyeh, Director of Government in Community Affairs, VISIT DENVER</li> </ul>



	<ul style="list-style-type: none"> <li>• Kelly Brough, DENVER 2026 Civic and Community Partners Committee &amp; President and CEO Denver Metro Chamber of Commerce</li> </ul>
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<b>10/21/20</b>	
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<b>SESSION NAME</b>	Check-In, Denver Sports Commission
<b>ISSUES/ OUTCOMES</b>	<p>Discussed next steps for Human Rights Stakeholder Engagement meetings scheduled for November 2020</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

<b>10/22/20</b>	
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<b>SESSION NAME</b>	DENVER 2026 Bid Strategy Committee
<b>ISSUES/ OUTCOMES</b>	<p>Provided an overview of FIFA’s human rights strategy requirements and Denver’s stakeholder engagement strategy.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Jeff Plush, DENVER 2026 Growth of Game and Legacy Co-Chair &amp; CEO USA Curling</li> <li>• Katy Strascina, Executive Director, Mayor’s Office of Special Events</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Nicole Jarman, DENVER 2026 Fan Fest Co-Chair &amp; Owner Hob Nob Events</li> <li>• Chuck Olney, DENVER 2026 Bid Strategy Committee &amp; Director of Business Development, Denver Broncos Football Club / Empower Field at Mile High</li> <li>• Robert Cohen, DENVER 2026 Corporate Leadership Co-Chair &amp; Chairman and CEO IMA Financial</li> <li>• Steve Sander, DENVER 2026 Regional Marketing and Decor Co-Chair &amp; President, Sander Marketing</li> <li>• Wayne Brant, DENVER 2026 Bid Strategy Committee &amp; Senior Vice President of Business Operations, Colorado Rapids</li> </ul>

<b>10/23/20</b>	
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<b>SESSION NAME</b>	DENVER 2026 Human Rights Sub-Committee Co-Chairs
<b>ISSUES/ OUTCOMES</b>	<p>Discussed next steps for Human Rights Stakeholder Engagement meetings scheduled for November 2020, reviewed and approved stakeholder engagement lists. Agreed to hold six focus groups with human rights stakeholders in the areas of:</p> <ol style="list-style-type: none"> <li>1. Children’s Safety, Security and Human Trafficking</li> <li>2. Equitable Policing Strategies (Policing Communities of Color)</li> <li>3. Housing Rights and Homelessness</li> <li>4. Wages and Workers Rights</li> </ol>



	<p>5. Disability Access 6. Culture, Environment &amp; Legacy</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Jerome Davis, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; Regional Vice President Xcel Energy</li> <li>• Tami Door, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; CEO of the Downtown Denver Partnership</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

**11/5/20**

<b>SESSION NAME</b>	DENVER 2026 Human Rights Sub-Committee
<b>ISSUES/ OUTCOMES</b>	<p>Planning meeting for human rights stakeholder engagement. Discussed the format of human rights focus groups and the roles and responsibilities of each sub-committee member. Also reviewed FIFA's documentation process for stakeholder engagement.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Jerome Davis, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; Regional Vice President Xcel Energy</li> <li>• Tami Door, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; CEO of the Downtown Denver Partnership</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Derek Okubo, Executive Director, Agency of Human Rights &amp; Community Partnerships, City and County of Denver (Mayoral Appointee)</li> <li>• Jeff Plush, Co-Chair DENVER 2026 Growth of Game and Legacy Committee &amp; CEO of USA Curling</li> <li>• Andrew Contiguglia, DENVER 2026 Human Rights Sub-Committee &amp; Founder of the Contiguglia Law Firm and Past President First Amendment Lawyers Association</li> <li>• James Mejia, DENVER 2026 Human Rights Sub-Committee &amp; President and CEO of Denver Film</li> <li>• Adeeb Khan, DENVER 2026 Human Rights Sub-Committee &amp; Vice President of Corporate Social Responsibility and Executive Director of Delta Dental of Colorado</li> <li>• Matthew Burkett, DENVER 2026 Human Rights Sub-Committee &amp; Founder, Chairman and CEO of The Flyfisher Group</li> <li>• Jon Lehmann, DENVER 2026 Human Rights Sub-Committee &amp; Senior Director Government and Regulatory Affairs, Comcast</li> <li>• Tiffany Eck, DENVER 2026 Sustainability Representative &amp; Associate Director of Convention Services at VISIT DENVER</li> </ul>



	<ul style="list-style-type: none"> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Sammy Verrill, DENVER 2026 Administrative Support &amp; Convention Sales and Denver Sports Coordinator at VISIT DENVER</li> </ul>
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<b>11/9/20</b>	
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<b>SESSION NAME</b>	Human Rights Focus Group 1: Children’s Safety, Security and Human Trafficking
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<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Children’s Safety, Security and Human Trafficking with subject matter experts on human trafficking and with community leaders involved in the safety and well-being of children. Captured recommendations for keeping children safe and informing the community about the potential risks of hosting mega sporting events.</p> <p><u>Format:</u> Zoom Call / Focus Group</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
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<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Amanda Finger, Executive Director, Laboratory to Combat Human Trafficking</li> <li>• Whitney Orndorff, Tactical Analyst, Rocky Mountain Child Exploitation and Human Trafficking Task Force, Federal Bureau of Investigation (FBI)</li> <li>• Kerri Reifel, Special Agent, Behavioral Analysis Unit, Federal Bureau of Investigation (FBI)</li> <li>• Matt Holtman, Child Abuse Prevention and Treatment Act (CAPTA) and Federal Funding Administrator, Colorado Department of Human Services</li> <li>• Brooke Heavy, Human Trafficking Specialist, Colorado Department of Human Services</li> <li>• Dionne Williams, Executive Director, Mayor’s Office of Children’s Affairs</li> <li>• Don Mares, Executive Director, Denver Human Services</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Mimi Scheuermann, Deputy Executive Director, Protection and Prevention, Denver Human Services</li> <li>• Amie Mayhew, President &amp; CEO, Colorado Hotel and Lodging Association</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer, University of Colorado Health</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>
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<b>11/9/20</b>	
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<b>SESSION NAME</b>	Human Rights Focus Group 2: Policing Communities of Color / Equitable Policing Strategies
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<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Policing Communities of Color / Equitable Policing Strategies with community activists, local and federal law enforcement agencies and accountability agencies. Captured recommendations About the current state of community relations between law enforcement and communities of color. documented progress for increased transparency and community engagement by law enforcement and received feedback from community activists about points for improvement.</p> <p><u>Format:</u> Zoom Call / Focus Group</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
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<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Beth McCann, District Attorney, City and County of Denver</li> <li>• Sondra Young, President, Denver Chapter, NAACP</li> <li>• Omar Montgomery, President, Aurora Chapter, NAACP</li> <li>• Paul Payson, Chief of Police, Denver Police Department</li> <li>• Murphy Robinson, Executive Director, Denver Department of Safety</li> <li>• Nick Williams, Independent Monitor, City and County of Denver</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer, University of Colorado Health</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>
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<b>11/10/20</b>
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<b>SESSION NAME</b>	Human Rights Focus Group 3: Housing Rights and Homelessness
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<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Housing Rights and Homelessness with homeless advocates, housing development agencies and philanthropic partners. Captured recommendations about the current state of community relations between law enforcement and communities of color. Captured feedback about the risks of mega sporting events to people experiencing homelessness, potential impacts on housing stock, and strategies for creating an inclusive environment for people experiencing homelessness.</p> <p><u>Format:</u> Zoom Call / Focus Group</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
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<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Matt Meyer, Metro Denver Homeless Initiative</li> <li>• Andrea Nelson. Amateur Sports Portfolio, DANIELS FUND</li> <li>• Cris Whis White, CEO, Colorado Housing and Finance Authority</li> <li>• Debra Bustos, Deputy Director, Housing Opportunity and Stabilization Team (HOST), City and County of Denver</li> <li>• Christina Carlson, CEO, Urban Peak (Homeless Teens Shelter)</li> <li>• Scott Gilmore, Deputy Director of Parks, City and County of Denver</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>
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11/10/20	
<b>SESSION NAME</b>	Human Rights Focus Group 4: Wages and Worker's Rights
<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Wages and Worker's Rights with employers from the hospitality industry and Denver's economic development agency. Discussed strategies for workforce development and employment for underserved communities. Brainstormed potential legacy projects dealing with pathways to employment and life skills that would go beyond the World Cup for vulnerable populations.</p> <p><u>Format:</u> Zoom Call / Focus Group</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Stephanie Hicks, Executive Director, Tavern League of Denver</li> <li>• Deborah Cameron, Chief Business Development Officer, Denver Economic Development &amp; Opportunity</li> <li>• Matthew Karnes, Chief Operating Officer, Denver Economic Development &amp; Opportunity</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

11/12/20	
<b>SESSION NAME</b>	Human Rights Focus Group 5: Disability Access and Economic Opportunity
<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Disability Access and Economic Opportunity with members from the disability community, including commissioners appointed by the Mayor on the Denver Disability Commission, city officials and local affinity groups for people with disabilities in the arts and culture community.</p> <p><u>Format:</u> Zoom Call / Focus Group</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Shannon Callahan, Mayoral Commissioner, Denver Commission for People with Disabilities</li> <li>• Michael Pearl, Mayoral Commissioner, Denver Commission for People with Disabilities</li> <li>• Marcus Appleby, Office of Human Rights and Community Partnerships</li> <li>• Sasha Hutchings, Executive Director, Phamaly Theater Group</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>



11/12/20	
<b>SESSION NAME</b>	Human Rights Focus Group 6: Culture, Environment and Legacy
<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Culture, Environment and Legacy with leaders from Colorado’s soccer community, business leaders, civic organizations, nonprofit organizations serving youth and the Mayor’s Commission on Aging.</p> <p><u>Format:</u> Zoom Call / Focus Group</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Kate Barton, Senior Vice President, Executive Office and Special Projects, Downtown Denver Partnership</li> <li>• Danielle Felder, Executive Director, Boys and Girls Clubs of Colorado</li> <li>• Tatiana Arguello, President &amp; General Manager, Telemundo Denver</li> <li>• Nate Schotts, Co-Chair, DENVER 2026 Sport Community Engagement Committee &amp; CEO, Colorado Soccer Association</li> <li>• Ruth Sanchez, Mayoral Commissioner, Mayor’s Commission on Aging</li> <li>• Temi Osifodunrin, Co-Chair, DENVER 2026 Sport Community Engagement Committee &amp; Founder, International Heritage Cup – Denver</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>
11/17/20	
<b>SESSION NAME</b>	United 2026 and Child Rights Digital Consultation – Day 1
<b>ISSUES/ OUTCOMES</b>	<p>Attended a two-day comprehensive workshop on child rights and well being sponsored by The Centre for Sports and Human Rights. Learned from subject matter experts from previous global sporting events about the risks and opportunities for children.</p> <p><u>Format:</u> Zoom Call / Workshop</p> <p><u>Moderator:</u> Mary Harvey, Chief Executive Officer, Centre for Sport and Human Rights, and Guest Speakers</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Mary Harvey, Chief Executive Officer, Centre for Sports and Human Rights, and Guest Speakers</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>





11/17/20	
<b>SESSION NAME</b>	United 2026 and Child Rights Digital Consultation – Day 2
<b>ISSUES/ OUTCOMES</b>	<p>Attended a two-day comprehensive workshop on child rights and well being sponsored by The Centre for Sports and Human Rights. Learned strategies for engaging children in the planning process and doing a full review of touch points for children at a global event from arrival, transportation to venue.</p> <p><u>Format:</u> Zoom Call / Workshop</p> <p><u>Moderator:</u> Mary Harvey, Chief Executive Officer, Centre for Sport and Human Rights, and Guest Speakers</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Mary Harvey, Chief Executive Officer, Centre for Sports and Human Rights, and Guest Speakers</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

12/3/20	
<b>SESSION NAME</b>	DENVER 2026 Bid Committee Co-Chairs Meeting
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed and approved human rights presentation to be presented to DENVER 2026 Human Rights Sub-Committee covering the results of the Human Rights Stakeholder focus groups.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer, University of Colorado Health</li> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

12/11/20	
<b>SESSION NAME</b>	DENVER 2026 Human Rights Sub-Committee
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed themes from the human rights stakeholder focus groups, as well as the two-day workshop sponsored by the Centre for Sports and Human rights. Held a working session to set priorities for a human rights legacy and the human rights strategic plan.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer, University of Colorado Health</li> </ul>



	<ul style="list-style-type: none"> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Tami Door, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; CEO of the Downtown Denver Partnership</li> <li>• Derek Okubo, Executive Director, Agency of Human Rights &amp; Community Partnerships, City and County of Denver (Mayoral Appointee)</li> <li>• Andrew Contiguglia, DENVER 2026 Human Rights Sub-Committee &amp; Founder of the Contiguglia Law Firm &amp; Past President of the First Amendment Lawyers Association</li> <li>• Adeeb Khan, DENVER 2026 Human Rights Sub-Committee &amp; Vice President of Corporate Social Responsibility and Executive Director of Delta Dental of Colorado</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>
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**12/17/20**

<b>SESSION NAME</b>	DENVER 2026 Bid Committee Co-Chairs Meeting
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed and approved the final draft of the DENVER 2026 Human Rights Strategy predicated on numerous community focus groups, guidance from the Centre for Sport and Human Rights, a review of best human rights practices from previous FIFA World Cups and the United Nations Declaration of Human Rights.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer, University of Colorado Health</li> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Jeff Plush, DENVER 2026 Growth of Game and Legacy Co-Chair &amp; CEO of USA Curling</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

**12/28/20**

<b>SESSION NAME</b>	DENVER 2026 Human Rights Strategy Review with the President and CEO of VISIT DENVER
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed the final draft of the DENVER 2026 Human Rights Strategy with the President and CEO of VISIT DENVER. The Human Rights Strategy was approved for release to the full DENVER 2026 Bid Committee.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Richard Scharf, President &amp; CEO, VISIT DENVER</li> <li>• Robert Cohen, DENVER 2026 Corporate Leadership Co-Chair &amp; Chairman and CEO IMA Financial</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> </ul>



	<ul style="list-style-type: none"> <li>• Jesse Davis, DENVER 2026, Media and Communications Committee, and Director of PR and Communications at VISIT DENVER</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>
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<b>12/29/20</b>	
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<b>SESSION NAME</b>	Strategy Meeting with the Executive Director of the Denver Sports Commission
<b>ISSUES/ OUTCOMES</b>	<p>Discussed the final timeline for the roll-out and finalization of the DENVER 2026 Human Rights Strategy</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

<b>1/13/21</b>	
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<b>SESSION NAME</b>	Colorado Tourism Office Board of Directors
<b>ISSUES/ OUTCOMES</b>	<p>World Cup 2026 informational presentation including Human Rights Strategy focus groups and report status.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</p> <p>Carrie Atiyeh, Director of Government in Community Affairs, VISIT DENVER</p>
<b>STAKEHOLDERS</b>	• There were forty (40) members of the Colorado Tourism Office board of directors in attendance.

<b>1/14/21</b>	
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<b>SESSION NAME</b>	Colorado Black Chamber of Commerce
<b>ISSUES/ OUTCOMES</b>	<p>Delivered a World Cup 2026 informational presentation including Human Rights Strategy focus groups and report status.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</p> <p>Carrie Atiyeh, Director of Government in Community Affairs, VISIT DENVER</p>
<b>STAKEHOLDERS</b>	• There were six (6) members of the board of directors for the Colorado Black Chamber of Commerce present for the presentation.



1/14/21	
<b>SESSION NAME</b>	Denver Metro Chamber of Commerce Board of Directors
<b>ISSUES/ OUTCOMES</b>	<p>Provided an overview of the DENVER 2026 bid effort and the DENVER 2026 Human Rights Strategy</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</p> <p>Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</p> <p>Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer, University of Colorado Health</p> <p>Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• There were a total of forty (40) attendees from the Denver Metro Chamber of Commerce Board of Directors in attendance and members of the DENVER 2026 Bid Committee.</li> </ul>

1/14/21	
<b>SESSION NAME</b>	DENVER 2026 Bid Committee Co-Chairs Meeting
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed public feedback on DENVER 2026 Human Rights Strategy and discussed other bid issues.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer, University of Colorado Health</li> <li>• Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</li> <li>• Tatiana Arguello, DENVER 2026 Media and Communications Co-Chair, President and General Manager Telemundo Denver</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

1/19/21	
<b>SESSION NAME</b>	Update to Community Stakeholders on the DENVER 2026 Human Rights Strategy
<b>ISSUES/ OUTCOMES</b>	<p>Met with community stakeholders who participated in human rights strategy focus groups to share the final draft of the DENVER 2026 Human Rights Strategy and receive their final feedback before submission to FIFA.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• There were upwards of 30 community stakeholders in attendance via zoom and several DENVER 2026 bid committee members.</li> </ul>



1/21/21	
SESSION NAME	DENVER 2026 Bid Committee Co-Chairs Meeting
ISSUES/ OUTCOMES	<p>DENVER 2026 Bid Co-Chairs met to review and grant final approval of the DENVER 2026 Human Rights Strategy to FIFA.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</p>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Dr. Bob Contiguglia, Co-Chair DENVER 2026 Bid Committee &amp; Past President of U.S. Soccer Federation</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee &amp; Chief Marketing, Experience and Customer Officer at UCHHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

1/25/21	
SESSION NAME	Tourism Industry Association of Colorado, Annual Membership Meeting
ISSUES/ OUTCOMES	<p>World Cup 2026 informational presentation including Human Rights Strategy focus groups and report status.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Matthew Payne, Executive Director, Denver Sports &amp; DENVER 2026 Bid Committee</p> <p>Carrie Atiyeh, Director of Government in Community Affairs, VISIT DENVER</p>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>• There were thirty (30) members of the Tourism Industry Association of Colorado in attendance.</li> </ul>

4/14/21	
SESSION NAME	DENVER 2026 Human Rights Sub-Committee
ISSUES/ OUTCOMES	<p>Discussed feedback from FIFA about the first draft of the DENVER 2026 Human Rights Strategy document. Reviewed action plan for new focus groups and internal meetings to expand and clarify Denver Human Rights Strategy.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
STAKEHOLDERS	<ul style="list-style-type: none"> <li>• Tami Door, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; CEO of the Downtown Denver Partnership</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Andrew Contiguglia, DENVER 2026 Human Rights Sub-Committee &amp; Founder of the Contiguglia Law Firm &amp; Past President of the First Amendment Lawyers Association</li> </ul>



	<ul style="list-style-type: none"> <li>• Adeb Khan, DENVER 2026 Human Rights Sub-Committee &amp; Vice President of Corporate Social Responsibility and Executive Director of Delta Dental of Colorado</li> <li>• Jon Lehmann, DENVER 2026 Human Rights Sub-Committee &amp; Senior Director Government and Regulatory Affairs, Comcast</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Grace Stoughton, Intern, GRAVES CIVIC SOLUTIONS</li> <li>• Monica Lubin, Intern, GRAVES CIVIC SOLUTIONS</li> </ul>
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4/16/21	
<b>SESSION NAME</b>	Human Rights Focus Group 7: LGBTQIA+ Rights
<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on LGBTQIA+ Rights with a broad coalition of prominent LGBTQIA+ Rights Leaders and organizations. Discussed recommendations for creating a safe, welcoming and inclusive environment for members of the LGBTQIA+ community from around the world.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Nadine, Executive Director, One Colorado</li> <li>• Rex Fuller, CEO, The Center on Colfax</li> <li>• Keo Frazier, CEO, Keo's Marketing</li> <li>• Morris Price, Vice President and Executive Director, City Year</li> <li>• Denise Whinnen, Director of Colorado Programs, Gill Foundation</li> <li>• Steph Perkins, Program Officer, Gill Foundation</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee</li> <li>• &amp; Chief Marketing, Experience and Customer Officer at UHealth</li> <li>• Grace Stoughton, Intern, GRAVES CIVIC SOLUTIONS</li> <li>• Monica Lubin, Intern, GRAVES CIVIC SOLUTIONS</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

4/16/21	
<b>SESSION NAME</b>	Human Rights Focus Group 8: Women's Rights / Gender Equity
<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Women's Rights and Gender Equity. Focused on creating a safe and inclusive environment for women and champion equity through the platform of the World Cup. Also discussed strategies to prevent and respond quickly to potential threats of sexual harassment, assault and aggression.</p> <p><u>Format:</u> Zoom Call / Working Session</p>



	Moderator: Anthony E. Graves, DENVER 2026 Bid Strategy Committee & Principal, GRAVES CIVIC SOLUTIONS, LLC.
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Lauren Y. Casteel, CEO, Colorado Women’s Foundation</li> <li>• Andrea Kalivas Fulton, Chief Marketing Officer, Denver Art Museum</li> <li>• Aakriti Maharjan</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Derek Okubo, Executive Director, Agency of Human Rights &amp; Community Partnerships, City and County of Denver (Mayoral Appointee)</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>

4/23/21	
<b>SESSION NAME</b>	Human Rights Focus Group 9: Labor Rights
<b>ISSUES/ OUTCOMES</b>	<p>Conducted a human rights stakeholder focus group on Labor Rights. Discussed strategies to advance labor rights, fair wages and prevent wage theft.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Dewey Jackson, President, Denver Area Labor Federation (DALF)</li> <li>• Ron Ruggiero, President, Service Employees International Union (SEIU)</li> <li>• Dwayne Stephens , Business Manager, Sheet Metal, Air, Rail and Transportation, Local 9</li> <li>• Jason Wardrip, Business Manager, Financial Secretary Treasurer, Colorado Building and Trades Council (CBCTC)</li> <li>• Lori Griffith, Executive Vice President, Communications Workers of America (CWA), Local 7777</li> <li>• Jon Alvino, Business Representative, SMART, Local 9</li> <li>• Robert Lindgren, Political and Organizing Director, Colorado AFL-CIO</li> <li>• Kevin Abels, Denver Chapter President, UNITE HERE, Local 23</li> <li>• Sean Hinga, Political Action Director, American Federation of State, County and Municipal Employees (AFSCME)</li> <li>• Madison Cassles, Community Outreach Director, Denver Area Labor Federation (DALF)</li> <li>• Carl Smith, State Legislative Director, SMART Transportation Division</li> <li>• Morgan Buchannon, President, International Brotherhood of Electrical Workers (IBEW)</li> <li>• Sheila Lider, Legislative Director, Retirees Members Chapter, CWA</li> <li>• Sara Hamilton, American Federation of Teachers</li> <li>• Lance Longenbohn, President, Amalgamated Transit Union (ATU) Local 1001</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> </ul>



5/12/21	
<b>SESSION NAME</b>	DENVER 2026 Legal and Administration Sub-Committee
<b>ISSUES/ OUTCOMES</b>	<p>Convened the DENVER 2026 Legal and Administration Sub-Committee to strategize about Denver's plans to ensure labour rights compliance of companies supplying goods and services for the 2026 FIFA World Cup within and outside the jurisdiction of our host city.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Adam Agron, Shareholder, Brownstein Hyatt Farber Schreck</li> <li>• Emily Bayton, Partner, Faegre Drinker</li> <li>• Jeff Ruffe, DENVER 2026 Finance and Fundraising, Legal and Administration Sub-Committees &amp; Executive Vice President of Finance and Administration at VISIT DENVER</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee</li> <li>• &amp; Chief Marketing, Experience and Customer Officer at UHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Monica Lubin, Intern, GRAVES CIVIC SOLUTIONS</li> </ul>

5/26/21	
<b>SESSION NAME</b>	DENVER 2026 Legal and Administration Sub-Committee
<b>ISSUES/ OUTCOMES</b>	<p>Convened the DENVER 2026 Legal and Administration Sub-Committee to review local and state law and outline remedies for Denver's plans to ensure labour rights compliance of companies supplying goods and services for the 2026 FIFA World Cup within and outside the jurisdiction of our host city. Agreed upon uniform contractual language for all third-party providers.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Adam Agron, Shareholder, Brownstein Hyatt Farber Schreck</li> <li>• Emily Bayton, Partner, Faegre Drinker</li> <li>• Lee Zarazeki, Assistant City Attorney, City and County of Denver</li> <li>• Jeff Ruffe, DENVER 2026 Finance and Fundraising, Legal and Administration Sub-Committees &amp; Executive Vice President of Finance and Administration at VISIT DENVER</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Manny Rodriguez, Co-Chair DENVER 2026 Bid Committee</li> <li>• &amp; Chief Marketing, Experience and Customer Officer at UHealth</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Monica Lubin, Intern, GRAVES CIVIC SOLUTIONS</li> </ul>





6/2/21

6/2/21	
<b>SESSION NAME</b>	DENVER 2026 Human Rights Subcommittee
<b>ISSUES/ OUTCOMES</b>	<p>Reviewed the final results of the new focus groups with the Human Rights Sub-committee including Labor Rights, LGBTQIA+ Rights and Women’s Rights / Gender Equity. Also discussed findings from the DENVER 2026 Labor and Administration Sub-Committee concerning legal remedies from third-party service providers for labor rights standards compliance and decisions by the DENVER 2026 Bid Strategy Committee to leverage project management strategies and third-party oversight for the implementation of the DENVER 2026 Human Rights Strategy. The committee also reviewed public health strategies for the World Cup that covered coronavirus response.</p> <p><u>Format:</u> Zoom Call / Working Session</p> <p><u>Moderator:</u> Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC.</p>
<b>STAKEHOLDERS</b>	<ul style="list-style-type: none"> <li>• Jerome Davis, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; Regional Vice President Xcel Energy</li> <li>• Tami Door, Co-Chair DENVER 2026 Human Rights Sub-Committee &amp; CEO of the Downtown Denver Partnership</li> <li>• Matthew Payne, DENVER 2026 Bid Lead &amp; Executive Director of the Denver Sports Commission</li> <li>• Andrew Contiguglia, DENVER 2026 Human Rights Sub-Committee &amp; Founder of the Contiguglia Law Firm &amp; Past President of the First Amendment Lawyers Association</li> <li>• Adeeb Khan, DENVER 2026 Human Rights Sub-Committee &amp; Vice President of Corporate Social Responsibility and Executive Director of Delta Dental of Colorado</li> <li>• Jon Lehmann, DENVER 2026 Human Rights Sub-Committee &amp; Senior Director Government and Regulatory Affairs, Comcast</li> <li>• Jayne Buck, VISIT DENVER Staff Liaison &amp; Founder of Good Hue, LLC</li> <li>• Anthony E. Graves, DENVER 2026 Bid Strategy Committee &amp; Principal, GRAVES CIVIC SOLUTIONS, LLC. (Human Rights Strategy Session Facilitator)</li> <li>• Grace Stoughton, Intern, GRAVES CIVIC SOLUTIONS</li> <li>• Monica Lubin, Intern, GRAVES CIVIC SOLUTIONS</li> </ul>



# APPENDIX B: DENVER 2026 HUMAN RIGHTS STRATEGIC PLAN<sup>1</sup>

FINAL PROPOSAL FOR CONSIDERATION v 6.0\_6/16/21

NOTE: DENVER 2026 is actively reviewing milestones for implementation of this Human Rights Strategy across all categories – and the corresponding time frames. There is broad agreement in the Denver community that this plan has value that supersedes potential selection as a host city for the 2026 FIFA World Cup and there are already plans underway for implementation of many of the listed actions. All DENVER 2026 Human Rights Strategy meetings will be accessible for people with disabilities. Access and transparency are core values of DENVER 2026 and will permeate implementation of all aspects of this plan.

**PROJECT MANAGEMENT / IMPLEMENTATION OF HUMAN RIGHTS STRATEGY:** The DENVER 2026 Bid Committee and future DENVER 2026 Host Committee are committed to the tracking and implementation of this Human Rights Strategy. Great care has been taken over the last eighteen months by the DENVER 2026 Human Rights Sub-Committee to support robust research, community engagement and collaborative decision making around human rights risks, deterrents, and preventative measures for human rights abuses; and collaborative decision making around our Human Rights Strategy that we hope will set a new global standard for mega sporting events. DENVER 2026 is committed to professional project management, tracking and the implementation of key performance indicators for its proposed Human Rights Strategy.

<b>A. CHILDREN’S SAFETY, SECURITY AND HUMAN TRAFFICKING</b>	<b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b>
<p>1. Conduct an experience audit of all venues to assess risks and opportunities for children, including transportation touchpoints, facilities, and programming. Review the lifecycle of a mega sporting event (MSE) and assess risks to children at each stage of the MSE.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Transportation and Mobility Sub-Committee</li> <li>• Mayor’s Office of Children’s Affairs</li> <li>• Denver Police Department</li> <li>• Local youth and parents</li> <li>• Consultant on youth engagement</li> </ul>
<p>2. Convene stakeholder groups with children, parents, nonprofit and supporting agencies that advance the safety and development of children to guide child-friendly programming and protective measures for kids.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners</li> <li>• The Children’s Museum</li> <li>• Denver Museum of Nature and Science</li> <li>• Denver Zoo</li> <li>• Boys and Girls Clubs of Colorado</li> <li>• Boy Scouts and Girl Scouts</li> <li>• Girls Inc</li> <li>• Colorado Children’s Campaign</li> <li>• Mayor’s Office of Children’s Affairs</li> <li>• Local youth and parents</li> <li>• Consultant on youth engagement</li> </ul>
<p>3. Create a DENVER 2026 Take Your Child to Work Day for employees and volunteers. The day will be a regional initiative to foster positive childhood development while providing safe and fun programming for children that will include activities, games and career workshops.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>

<sup>1</sup> This DENVER 2026 Human Rights Strategy document is in the concept-stage of development. The DENVER 2026 Bid Committee reserves the right to make changes to the specific items while still honoring the intent and values outlined in the DENVER 2026 VISION STATEMENT FOR HUMAN RIGHTS.



<p>4. Create a branded, visible child safety booth at each venue for children who are lost or at risk.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Regional Marketing and Decor Committee</li> <li>• DENVER 2026 Stadium and Venues Sub-Committee</li> </ul>
<p>5. Create and program a children's zone at FanFest that is safe with age-appropriate activities for children (various age groups from small children to teenagers) to experience the 2026 FIFA World Cup.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 FanFest Sub-Committee</li> </ul>
<p>6. Create a training and public safety campaign for participating businesses and frontline service workers about keeping children safe and deterring the risks of human trafficking, abduction, underage alcohol use and other risks for children. Confer with the Global Business Travel Association (GBTA), Meeting Professionals International (MPI) and the non-profit organization End Child Prostitution and Trafficking (ECPAT-USA)</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>7. Work with local state and federal law enforcement agencies and host venues to create clear communication and engagement protocols between frontline staff, law enforcement and government agencies.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>8. Support a visible public awareness campaign about the risks of human trafficking and what to do if you are being trafficked or witness trafficking activity.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>9. Work with the law enforcement community, local government agencies and hotel trade associations to post notices, send formal communications and host community briefings for small and large hotel chains about the risks and consequences of human trafficking activity. Confer with the Global Business Travel Association (GBTA), Meeting Professionals International (MPI) and the non-profit organization End Child Prostitution and Trafficking (ECPAT-USA).</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>10. Consult with nonprofit organizations and other stakeholder groups representing high risk populations for human trafficking activity including homeless youth, First Nations communities, etc.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>11. Work with leaders of the soccer community to create PSA's warning young soccer enthusiasts about false recruitment narratives tied to human trafficking activity.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Sport Community Engagement Sub-Committee</li> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>12. Consult with the Federal Bureau of Investigation on human trafficking threats on the web during the world cup and potential mitigation strategies during the event.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>13. Work with local, state and federal law enforcement agencies to engage regional law enforcement agencies in contiguous states that are statistical hot spots for human trafficking activity to coordinate regional awareness of increased human trafficking threats during the mega sporting event.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>



B. EQUITABLE POLICING STRATEGIES	Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access
<p>1. Develop an orientation/training program for all law enforcement agencies (and private security companies) providing security during the World Cup that focuses on implicit bias, cross cultural competence (local and international cultural awareness), best practices and de-escalation techniques, mental health awareness and response protocols during the World Cup. Include feedback and perspectives from various communities of color and global communities.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p>2. Collaborate with participating law enforcement agencies, private security agencies and experts in the hospitality industry to discuss best practices in creating a welcoming culture for visitors and guests. Position uniformed public safety officers as hospitality ambassadors (examples include friendly engagement, greeting guests, etc.)</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Fan and Team Experience</li> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
C. HOUSING RIGHTS AND HOMELESSNESS	Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access
<p>1. Create a workforce development and employment program targeting people experiencing homelessness that would include job training in areas of hospitality, capital construction projects, parks and recreation construction and management. The program will focus on upskilling people experiencing homelessness in key areas stimulated by preparations and hosting of the World Cup.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Civic and Community Partners</li> <li>• DENVER 2026 Corporate Leadership</li> </ul>
<p>2. Build a coalition across service providers like Habitat for Humanity, Salvation Army, and other homeless service providers to create volunteer opportunities for visitors, residents and people experiencing homelessness (build houses, erect mini pitches, assist with park clean-ups).</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Civic and Community Partners</li> </ul>
<p>3. Provide mobile clean-up stations (mobile laundry and bathing facilities) for people experiencing homelessness who are participating in workforce development programs affiliated with the World Cup and opportunities for corporate-sponsored tickets to fan fest and matches. Offer corporate-sponsored/complimentary tickets to select matches and events to workforce development participants.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners</li> <li>• DENVER 2026 Stadium and Venues</li> <li>• DENVER 2026 Corporate Leadership</li> </ul>
<p>4. Create a targeted program for homeless youth to shadow functions of the FIFA World Cup as a workforce development opportunity and provide corporate-sponsored/complimentary tickets to select matches and events that can be used by non-profit homeless youth service providers.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners</li> <li>• DENVER 2026 Corporate Leadership</li> </ul>



D. WAGES AND WORKERS RIGHTS	Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access
1. Convene professionally facilitated sessions with pertinent employers/venues hosting World Cup events, non-profit institutions, philanthropic interests, and labor unions to discuss wages and workers' rights and assess potential actions to create greater economic opportunity during and after the games.	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners</li> <li>• DENVER 2026 Corporate Leadership</li> </ul>
2. Create a staffing plan for the World Cup that markets positions to diverse/underserved communities.	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
3. Convene a labor-management council leading up to and during the World Cup to monitor working conditions (wage compliance, breaks, nutrition and restroom availability, hydration, etc.) and compliance with labor laws. Meet with city auditor to learn about wage monitoring and compliance.	<ul style="list-style-type: none"> <li>• Denver 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• City Auditor's Office</li> </ul>
4. Initiate a labor grievance hotline for World Cup service employees available for 24/7 reporting.	<ul style="list-style-type: none"> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> </ul>
5. Create a wraparound service program for World Cup employees that will include on boarding training, outplacement support at the termination of the World Cup and skill-based workshops for workforce development.	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
6. Provide guidance to all participating employers (hospitality, construction, venues, etc.) on expectations for the human rights of workers.	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> <li>• DENVER 2026 Corporate Leadership Sub-Committee</li> </ul>
7. Create a youth mentor and volunteer program during the World Cup that also includes protocols to protect youth during the event.	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Security and City Services Sub-Committee</li> </ul>
8. Create a business directory to support minority, women and unionized businesses in the community.	<ul style="list-style-type: none"> <li>• DENVER 2026 Corporate Leadership Sub-Committee</li> </ul>
9. Create an interactive activity/workshop at Fan Fest where youth and community members can join trade laborers to learn about trade professions (metal working booth, interactive demonstrations with electrical workers, bricklayers, etc). Invite local schools to demonstrate what trade jobs look like as a career. Call the FanFest event, "Soccer Works" - drawing a connection to the trades needed to support the global event.	<ul style="list-style-type: none"> <li>• DENVER 2026 Fan Fest Sub-Committee</li> </ul>
10. Create DENVER 2026 contract language for third-party vendors and service providers to ensure labour rights compliance of companies supplying goods and services for the event within and outside the jurisdiction of the host city. Language and remedies will focus on compliance, enforcement and accountability. Consistent language will be used across all contracts and between all parties. Remedies will include extending enforcement and accountability to vendors and third-party contractors whose business is physically located outside of Colorado and are found to be non-compliant.	<ul style="list-style-type: none"> <li>• DENVER 2026 Legal and Administration Committee</li> </ul>



E. DISABILITY ACCESS	Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access
<p>1. Conduct a systemwide audit of accessibility for people with disabilities prior to the World Cup and make changes to close the gap between basic ADA accessibility and functional access for people with disabilities. Audit will include a walkthrough of all venues, transportation links and proposed programs for World Cup events in Denver.</p>	<ul style="list-style-type: none"> <li>• Mayor’s Office of Human Rights and Community Partnerships (Disability Rights)</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>2. Ensure the integration of sign interpreters and closed captions for all programming directed by the DENVER 2026 Host Committee. Advocate for the use of a live interpreter on the bottom corner of the screen during broadcasts to allow members of the deaf community to follow the announcer’s commentary.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>3. Create an accessible staffing plan for the World Cup that markets positions to the disability community through trusted networks.</p>	<ul style="list-style-type: none"> <li>• Mayor’s Office of Human Rights and Community Partnerships (Disability Rights)</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>4. Audit all wayfinding/pictographs and signage system wide including auditory cues for the deaf community /disability community to create accessible, reliable, predictable and efficient pathways to key venues and events.</p>	<ul style="list-style-type: none"> <li>• Mayor’s Office of Human Rights and Community Partnerships (Disability Rights)</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Transportation and Mobility Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>5. Create optional community building opportunities for people with disabilities including designated seating areas.</p>	<ul style="list-style-type: none"> <li>• Mayor’s Office of Human Rights and Community Partnerships (Disability Rights)</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>6. Designate quiet enjoyment areas for guests with sensory issues.</p>	<ul style="list-style-type: none"> <li>• Mayor’s Office of Human Rights and Community Partnerships (Disability Rights)</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>7. Create cooling and hydration areas at outdoor venues for people with disabilities who may be wheelchair bound for individuals who have service animals that need water.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>8. Develop and roll-out training to all frontline staff on serving people with disabilities during the event (protocols for assist).</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>9. Audit all host committee websites to ensure they meet basic accessibility protocols, with special focus on employment sections and event information.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Media &amp; Communications Committee Sub-Committee</li> <li>• DENVER 2026 Legal &amp; Administration Sub-Committee</li> </ul>
<p>10. Create an accessible ticketing policy and operational platform for all global visitors and guests with disabilities.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Legal &amp; Administration Sub-Committee</li> </ul>
<p>11. Explore the creation of an app for all communities to assist with navigation, transportation, and ticketing.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>



<p>12. Review all disability guidelines and best practices outlines in the UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience. Prioritize high-impact strategies for implementation.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
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<p><b>F. CULTURE, ENVIRONMENT &amp; LEGACY</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
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<p>1. Integrate language translation support into customer service functions at key venues. Explore translation coverage for all international visitors with multi-lingual volunteers, private service providers and public agencies.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>2. Create a public narrative and branding campaign around diversity, equity and inclusion that celebrates a global audience and many walks of life. Integrate the brand into transportation systems (airport, transit, etc.), venues and events.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Regional Marketing &amp; Décor Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Sub-Committee</li> </ul>
<p>3. Install an international flag display on the 16th St mall representing all participating countries in the FIFA World Cup.</p>	<ul style="list-style-type: none"> <li>• Downtown Denver Partnership</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>4. Begin the opening ceremonies of the World Cup matches with cultural recognition of First Nations peoples and the native lands surrounding the venues. Include the indigenous community in the branding campaign.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Regional Marketing &amp; Décor Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Sub-Committee</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 FanFest Sub-Committee</li> </ul>
<p>5. Coordinate a meeting with local, state, and federal government officials, local law enforcement and federal officials from the Immigrations and Customs Enforcement service to coordinate protocols for a safe and welcoming environment for foreign nationals.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Security and City Services Sub-Committee</li> </ul>
<p>6. Train all frontline staff, partners, and officials on cross cultural competence an anti-discrimination for a global audience.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> </ul>
<p>7. Commission large murals by local artists to celebrate soccer in key neighborhoods throughout the city.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Regional Marketing and Decor Sub-Committee</li> <li>• Denver Arts &amp; Venues</li> <li>• DENVER 2026 Growth of Game and Legacy Sub-Committee</li> </ul>
<p>8. Create tobacco free zones at all World Cup venues and events, including the outdoor FanFest. Provide signage to promote public awareness and enforcement.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Sustainability Sub-Committee</li> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>9. Create an education toolkit on the 2026 FIFA World Cup for area school systems that includes a module on the history, health benefits and culture of the FIFA World Cup.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> </ul>
<p>10. Provide intercultural awareness and anti-discrimination guidance to visitors, guests, staff, and officials through a public awareness campaign. (PSA on tickets, signage, etc.)</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> </ul>



<p>11. Work with local nonprofit organizations and cultural institutions to create a cultural events series leading up to the FIFA World Cup in Denver.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• Denver Arts and Venues</li> <li>• Korbel School of International Studies, University of Denver</li> </ul>
<p>12. Implement a human rights command center to provide counsel and advice to World Cup stakeholders on emerging events and a create a 24/7 hotline for visitors to report human rights grievances.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>13. Engage the Colorado Soccer Association’s membership of over 100,000 players to share the DENVER 2026 Human Rights Strategy</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Sport Community Engagement Sub-Committee</li> <li>• DENVER 2026 Growth of Game and Legacy Sub-Committee</li> </ul>
<p>14. Ensure that Spanish language outreach is prevalent in our community engagement strategy.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Sub-Committee</li> </ul>
<p>15. Create a public awareness campaign about the laws surrounding marijuana use in Colorado for visitors.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Sub-Committee</li> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> </ul>

<b>G. WOMEN’S RIGHTS AND SAFETY</b>	<b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b>
<p>1. Provide nursing stations, child changing facilities and other amenities for mothers attending the event.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>2. Audit night lighting, surveillance, and emergency call box operations at all venues. Work with facilities management and local law enforcement agencies to fill gaps.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>3. Create a public narrative and branding campaign promoting women and girls in soccer. Identify opportunities to include young women in ceremonies throughout the event. <b>Create a campaign that helps educate girls and provide positive modeling of “strong bodies,” emphasizing that it is ok to be strong, athletic and dominate in events that require physicality. Use art and local cultural institutions to create compelling visual narratives that empower women, model athleticism and tell the stories of women.</b></p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Regional Marketing and Decor Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Committee Sub-Committee</li> <li>• <b>DENVER 2026 Marketing and Decor Sub-Committee</b></li> </ul>
<p>4. Provide more restroom options for women that is proportional to the need/time for restroom use. Ensure women’s restrooms are equipped with feminine hygiene products and other resources.</p>	<ul style="list-style-type: none"> <li>• <b>DENVER 2026 Stadiums and Venues Sub-Committee</b></li> </ul>
<p>5. <b>Designate Ambassadors at the events focused on addressing the needs of women and girls. Also train volunteers to recognize signs of harassment, human trafficking or abuse.</b></p>	<ul style="list-style-type: none"> <li>• <b>DENVER 2026 Fan and Team Experience Sub-Committee</b></li> </ul>





<p>6. Start an economic empowerment campaign to educate the public about the economic disparities that women face – and is supportive of pay equity for women (a “Did You Know?” campaign). DENVER 2026 is supportive of equal pay for equal work.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Regional Marketing and Decor Sub-Committee</li> </ul>
<p>7. Curate special spaces and occasions for women throughout the event. Perhaps an International Women’s Day, Speaker’s Series, Concerts, Networking and Empowerment events and profile female athletes - or a special Fan’s Day for Women.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Regional Marketing and Decor Sub-Committee</li> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> <li>• DENVER 2026 Fan Fest Committee</li> </ul>
<p>8. Spotlight girls who play soccer during this event, Identify opportunities to use ball girls, spotlight team profiles, produce video vignettes, use art or promote mixed-gender soccer match-ups/events.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Committee Sub-Committee</li> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> </ul>
<p>9. Create intentional outreach and engagement strategies for women who are from Black, Indigenous and People of Color (BIPOC) communities. Including economic opportunities, programming and social events.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> </ul>

<b>H. LGBTQIA+ COMMUNITY</b>	<b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b>
<p>1. Collaborate with local leaders and nonprofit organizations representing the GLBTQ+ community to offer community events. Include the GLBTQ+ community in the branding campaign.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> </ul>
<p>2. Implement transgender restroom options at all venues.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>3. Train frontline staff (hotel, restaurant and other service employees) on LGBTQIA+ culture to create a safe and welcoming environment for the LGBTQIA+ community.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>4. Use both the Rainbow and Transgender flags to communicate a safe and inclusive environment for the LGBTQIA+ community. Increase visibility of these symbols in restaurants and businesses through a potential sticker program in the windows. Hang the flags with the visiting country flags in visible spaces.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> </ul>
<p>5. Provide and promote a list of LGBTQIA+-friendly / owned social spaces and businesses, complete with maps and a digital app for easy access and community building. Create programming for diverse LGBTQIA+ social gatherings including family-friendly events.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Sub-Committee</li> </ul>
<p>6. Explore how Denver’s local and state government may work with federal authorities like the U.S. Department of State and federal law enforcement to protect international LGBTQIA+ visitors traveling from repressive countries with a poor human rights record. Potential services/remedies may include asylum, privacy protections and “false Visa” program to shield members from human rights abuses or persecution during their visit to the World Cup.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>



<p>7. The 2026 FIFA World Cup is scheduled between June - July 2026. Leverage the existing festivities during the annual PRIDE celebration in Denver for World Cup activities. Use the platform to elevate “Out” Professional Soccer Players, trans- inclusion in sports and call attention to anti-LGBTQIA+ violence.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Media &amp; Communications Sub- Committee</li> </ul>
<p>8. Launch an LGBTQIA+ Ambassador program to create a friendly and accessible environment for visitors.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadiums and Venues Sub-Committee</li> </ul>
<p>9. Leverage the cultural institutions to “activate” exhibits that celebrate diversity and inclusion (celebrating inclusion in sports).</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> </ul>
<p>10. Create best practices and organize outdoor recreation activities for the LGBTQIA+ community to enjoy across Colorado.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Fan and Team Experience Sub-Committee</li> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Safety Sub-Committee</li> </ul>
<p><b>I. LOW INCOME COMMUNITY PARTICIPATION</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Hold a reserve of corporate-sponsored tickets for matches, provide targeted recruiting for employment opportunities in low-income communities, offer workforce development programs, and create opportunities for participation in sports development and cultural events during the FIFA World Cup.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Finance and Fundraising Sub-committee</li> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> <li>• DENVER 2026 Corporate Leadership Sub-Committee</li> </ul>
<p><b>J. SENIOR CITIZEN ACCESS/PARTICIPATION</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Keep the accessibility needs of seniors in mind during audits of all venues, include seniors in employment opportunities and events.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Stadium and Venues Sub-Committee</li> </ul>
<p><b>K. FREEDOM OF EXPRESSION AND ASSEMBLY</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Convene a meeting with participating law enforcement agencies to review freedom of expression and assembly protocols during the FIFA World Cup. Discuss best practices for engagement.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p><b>L. PROTECTION OF JOURNALISTS</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Convene a media advisory to ask for guidance on steps to create a safe and accessible environment for journalists from around the world.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> <li>• DENVER 2026 Media and Communications Sub-Committee</li> </ul>
<p>2. Brief participating law enforcement agencies on best practices for engaging with journalists and review their rights.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Media and Communications Sub-Committee</li> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> </ul>
<p>3. Create an anti-discrimination policy for granting of media accreditation with global journalists in mind.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> </ul>



<p>4. Foster safe, appropriate and inclusive social media protocols through DENVER 2026's social media channels.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Media and Communications Sub-Committee</li> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> </ul>
<p><b>M. FREEDOM OF MOVEMENT AND TRAVEL</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Work with the regional transportation district (RTD) and local mobility providers to create a public awareness campaign of available transportation options. Focus on last mile connections.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Transportation &amp; Mobility Sub-Committee</li> <li>• DENVER 2026 Media and Communications Sub-Committee</li> </ul>
<p><b>N. GRIEVANCE AND ACCESS TO REMEDIES / HUMAN RIGHTS STRATEGY PROJECT MANAGEMENT AND KEY PERFORMANCE INDICATORS</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Implement a human rights command center to provide counsel and advice to World Cup stakeholders on emerging events and create a 24/7 hotline for visitors to report human rights grievances. The human rights command center will track and respond to each issue, connecting plaintiffs with the appropriate parties to investigate their claims or provide services to mitigate the impact of the grievance.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> </ul>
<p>2. DENVER 2026 is committed to professional project management, tracking and the implementation of key performance indicators for its proposed Human Rights Strategy. A project plan will be developed to track and manage all aspects of the human rights strategy. The project plan will also be monitored by the Human Rights Command Center and accountability will rest with the DENVER 2026 Bid Strategy Committee.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Bid Strategy Committee</li> </ul>
<p><b>O. PROCUREMENT PRACTICES, MINORITY CONTRACTING/ ANTI-CORRUPTION</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Create a supplier diversity program and set goals for participation by minority and women owned businesses for all World Cup contracts controlled by the DENVER 2026 host committee. Then, publish the plan and the results on the Denver2026 website.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Corporate Leadership Sub-Committee</li> <li>• DENVER 2026 FanFest Sub-Committee</li> <li>• DENVER 2026 Stadium &amp; Venues Sub-Committee</li> <li>• Denver Division of Small Business Opportunity (DSBO)</li> </ul>
<p>2. Maximize local procurement of products and services produced in Colorado in support of small business growth and sustainability best practices.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Corporate Leadership Sub-Committee</li> <li>• DENVER 2026 FanFest Sub-Committee</li> <li>• DENVER 2026 Stadium &amp; Venues Sub-Committee</li> <li>• DENVER 2026 Sustainability Sub-Committee</li> </ul>
<p>3. Create a website to include a matching or brokerage service connecting FIFA World Cup 2026 buyers put local suppliers enabling local small businesses to compete for contract opportunities.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Corporate Leadership Sub-Committee</li> <li>• DENVER 2026 FanFest Sub-Committee</li> </ul>
<p>4. Include human rights and anti-discrimination language in all contracts.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> </ul>



<p><b>P. CROSS-CULTURAL COMPETENCE, LANGUAGE ACCESS</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Provide language translation services at key nodes in venues, including child reunification and lost and found.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadium &amp; Venues Sub-Committee</li> </ul>
<p>2. Provide access to certified currency exchange services in key venues.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Stadium &amp; Venues Sub-Committee</li> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> </ul>
<p><b>Q. ASYLEES &amp; CONSUL GENERAL SUPPORT</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Convene a planning session with the U.S. Department of State, Colorado Consular Corps, local law enforcement and coordinating officials to designate protocols for connecting foreign nationals with services offered by the consul general community.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Human Rights Sub-Committee</li> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> </ul>
<p><b>R. NEIGHBORHOOD IMPACTS OF WC26, MINORITY/LOW-INCOME COMMUNITIES</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Create a speakers' bureau to provide community updates and presentations about the World Cup bid and activities prior to and during the event.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> </ul>
<p>2. Convene town hall meetings with each registered neighborhood organization (RNO) in districts with match venues or event venues, prior to the events. Solicit Feedback about best practices to mitigate neighborhood impacts before and during the event. Consult with RNO's about public art projects and other opportunities.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Civic and Community Partners Sub-Committee</li> </ul>
<p>3. Convene DENVER 2026 Sustainability Sub-Committee to review the potential disproportionate impacts of sustainability/environmental issues on low-income communities during the FIFA World Cup.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Sustainability Sub-Committee</li> </ul>
<p><b>S. PRIVACY AND PERSONAL DATA</b></p>	<p><b>Lead DENVER 2026 Sub-Committees/Stakeholders/ Meeting Frequency/Disability Access</b></p>
<p>1. Convene a committee-led task force to assess the risks of data privacy breaches during the FIFA World Cup.</p>	<ul style="list-style-type: none"> <li>• DENVER 2026 Legal and Administration Sub-Committee</li> <li>• DENVER 2026 Security &amp; City Services Sub-Committee</li> <li>• DENVER 2026 Media and Communications Sub-Committee</li> </ul>