

City of Toronto

FIFA World Cup 2026™ Candidate Host City Human Rights Stakeholder and Partner Engagement Report

June 24, 2021



Name of the candidate host city	Toronto
Name of the unit or individual responsible for the delivery of the report	Dan Surman [he/him], Event Support Supervisor, Arts and Culture Services Economic Development & Culture, City of Toronto Dan.Surman@toronto.ca 416-397-5397
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List of annexes provided together with this template-based report	Appendix A: City of Toronto Relevant Strategies, Advisory Bodies and Plans Appendix B: Stakeholder and Partner Survey Protocol Appendix C: External Consultation Protocol Appendix D: External Consultation – List of Organizations Appendix E: Acronyms Appendix F: MLSE – Considerations and Commitments Appendix G: Letters of Support

Land Acknowledgement for Toronto

We acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.



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Introduction

Equity as a Policy Imperative at the City of Toronto: A Fertile Ground for Realizing a Positive Human Rights Legacy through FIFA World Cup 2026™

Toronto is home to nearly three million people and is the fourth largest city in North America. It is Canada's leading economic engine and one of the world's most diverse and livable cities. The city is a global leader in technology, finance, film, music, culture and innovation, and consistently places at the top of international rankings.

The City of Toronto is well positioned to leverage the FIFA World Cup 2026™ tournament as a catalyst for amplifying inclusion, equity and human rights for the residents of the city. The City's official motto "Diversity Our Strength" recognizes that Toronto's hyper-diversity is a social, cultural and economic asset, and that equity and inclusion are a policy imperative for the City. The City of Toronto's [Corporate Strategic Plan](#)¹ emphasizes equity as a main driver of the Toronto Public Service:

Equity: We recognize the barriers presented by discrimination and the disadvantages faced by equity-seeking groups and vulnerable populations. The City strives to create and sustain equity in government, including how we measure our impact, our financial decisions, and deliver services. In everything we do, we work towards realizing equitable outcomes for our residents (p. 11).

The Economic Development and Culture (EDC) division – the designated lead City division for FIFA World Cup 2026™ – also highlights "equity and inclusion" as one of the division's four main focus areas in its Divisional Strategy 2018-2022.² Using the divisional strategy as a launch pad, a five-year Equity Plan for the division was adopted in 2020, which provide a policy groundwork for advancing human rights through Toronto's participation in FIFA World Cup 2026™ (more information about the Equity Plan is available in Part II).

In 2020, the global pandemic exposed deep inequities in socio-economic systems worldwide. The unequal impact of the pandemic across vulnerable communities along with a renewed awareness of systemic anti-Black racism together prompted policy makers, politicians, advocacy groups and the City of Toronto, including Economic Development and Culture, to place inclusion and equity at the centre of recovery efforts. The "[COVID-19: Impacts & Opportunities Report from Toronto's Office of Recovery & Rebuild](#)"³ highlights equity as key to Toronto's recovery:

A focus on equity will be essential to Toronto's approach to recovery and its ability to build resilience to mitigate the effects of future emergencies. Toronto's many existing equity-related strategies and action plans can serve as anchors for Toronto's equitable recovery. Renewed

¹ City of Toronto Corporate Strategic Plan 2019, accessed February 8, 2021, <https://www.toronto.ca/city-government/accountability-operations-customer-service/city-administration/city-managers-office/key-initiatives/corporate-strategic-plan/>

² Economic Development & Culture Divisional Strategy 2018-2022, accessed February 9, 2021, <https://www.toronto.ca/wp-content/uploads/2020/01/8e45-2019-EDC-Divisional-Strategy.pdf>.

³ COVID-19: Impacts & Opportunities Report from Toronto's Office of Recovery & Rebuild, 2020, accessed February 8, 2021, <https://www.toronto.ca/home/covid-19/covid-19-reopening-recovery-rebuild/covid-19-about-reopening-recovery-rebuild/>.

commitment and accelerated implementation of these strategies is an immediate option for the City (p. 143).

The "[Building Back Stronger: Report of the City of Toronto's Economic and Culture Recovery Advisory Group](#)"⁴ also places inclusion and equity at the centre of its recommendations, highlighting "Anti-Racism and Inclusion" as one of its four pillars, calling for "specific interventions to make meaningful structural change and ensure that Black, Indigenous, and equity-deserving groups have better access to the city's economic and cultural benefits and opportunities" (p. 5).

This report has six parts, and addresses all questions provided by FIFA. The structure of Parts III, IV, V and VI – which are further divided into sections – reflects the template provided by FIFA to host cities. The question addressed, as worded by FIFA, is included in each of them. The City of Toronto has many strategies, bodies and plans to advance equity and inclusion; a list of 29 of these is included in Appendix A. All of these were created using on-the-ground engagement with the City's many stakeholders and partners, and all served to inform this report. Appendix B contains the survey protocol used to engage and gather information from City of Toronto stakeholders and partners; Appendix C outlines the external survey protocol, and Appendix D the list of external partner surveyed. Appendix E provides a list of acronyms used throughout the report, and Appendix F presents a short summary of MLSE commitments. Letters of support from the following organizations are available in Appendix G:

- Maple Leafs Sports & Entertainment (MLSE)
- Toronto Council Fire Native Cultural Centre
- Coaches Association of Ontario
- Elspeth Heyworth Centre for Women
- Soccability Canada
- Rexdale Women's Centre
- Second Kicks
- Athletics Canada
- Skills for Change
- Council of Agencies Serving South Asians (CASSA)

⁴ Building Back Stronger: Report of the City of Toronto's Economic and Culture Recovery Advisory Group, 2020, accessed February 8, 2021, <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.EC18.15>.

Report Parts	FIFA Questions Addressed
Part I presents Toronto as a hyper-diverse city based on demographic data	n/a
Part II outlines important considerations, including the terminology used for communities throughout the report	n/a
Part III provides a description of the stakeholder and partner engagement process to create this report	Question 1
Part IV lists the potential human rights risk areas and opportunities for positive human rights legacies identified in the engagement process	Questions 2 & 3
Part V describes planned measures aligned with risk areas in addition to existing pathways for raising concerns	Questions 4, 5 & 6
Part VI provides the stakeholder and partner engagement plan with a focus on guiding principles and potential organizations to participate	Question 7
Appendix A provides a list of City of Toronto strategies, bodies and plans to advance equity and inclusion Appendix B contains the survey protocol used to engage and gather information from City of Toronto stakeholders and partners Appendix C contains the survey protocol used to engage and gather information from external stakeholders and partners Appendix D is a list of external organizations that were contacted Appendix E contains a list of acronyms Appendix F provides a summary of MLSE Considerations and Commitments Appendix G contains Letters of Support	n/a

I. Toronto: A Hyper-diverse City

The World in a City

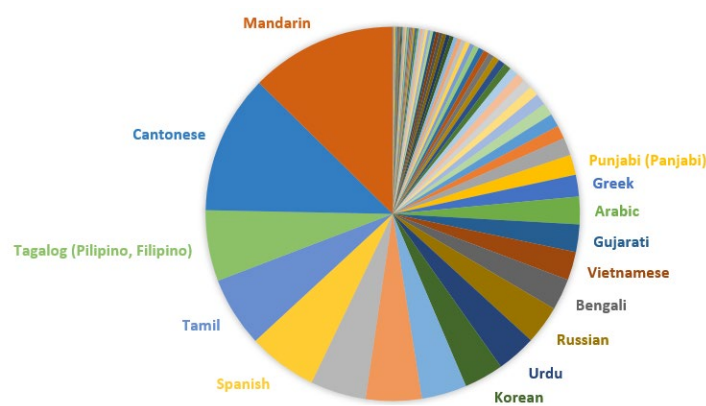
Toronto is one of the most diverse cities in the world, making it a perfect host city for FIFA World Cup 2026™ games since no matter which countries are playing, there will always be a large fan base to cheer the teams on. According to the 2016 Census⁵:

- 1.38 million, or 51.2% of Toronto's 2.7 million population, were born outside of Canada (first generation status or non-permanent resident).
- Nearly 80% of Toronto's population has a direct connection to immigration when you add in the 27.5% of Torontonians who were born in Canada but had at least one parent born outside of Canada (second generation).

Not only is Toronto diverse, but it is hyper-diverse. Unlike other cities around the world that may have a large immigrant population arriving from one or two other main countries of origin, people who settle in Toronto represent:

- Over 200 different ethnic origins, with 43.9% of Torontonians speaking a mother tongue other than English or French.
- Over 140 mother tongues identified as being spoken in Toronto, with 425 residents reporting one or more of 26 Aboriginal languages as their mother tongue in the 2016 Census.
- According to Canada's 2016 Census Metropolitan Area statistics, the Indigenous population in Toronto went from 36,995 to 46,315, an increase of 25 per cent in the five years since the 2011 Census. This number refers to many diverse nations, cultures and languages. The Census may be undercounting Indigenous peoples; agencies serving the Indigenous community in Toronto estimate that there are 70,000 Indigenous residents in Toronto.⁶

Figure 1: Mother-tongue spoken in Toronto (excluding official languages English and French)



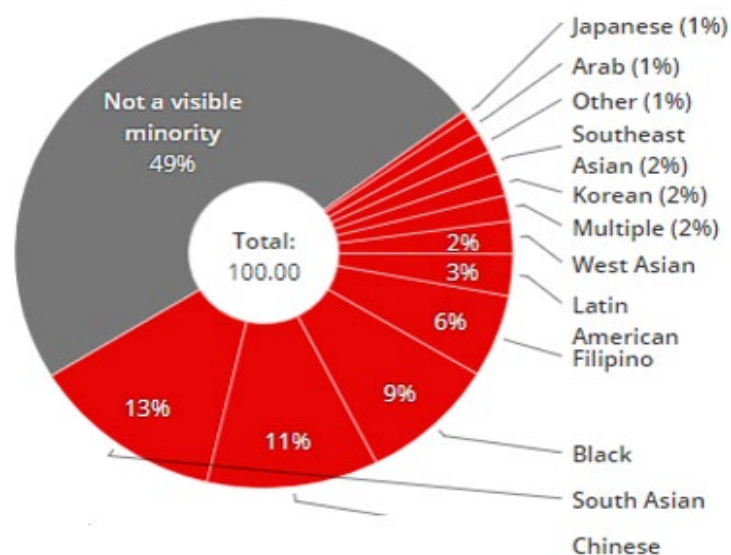
⁵ The most recent Canadian Census data available are from 2016. A new Canadian Census was undertaken on May 11, 2021 and results will be released in the upcoming years.

⁶ City of Toronto: Indigenous people of Toronto, accessed March 1, 2021, <https://www.toronto.ca/city-government/accessibility-human-rights/indigenous-affairs-office/torontos-indigenous-peoples/>.

Diversity extends beyond cultural background and is inclusive to people of different abilities, sexual orientations and gender identities. Toronto is a city of many intersectional identities, with diversity layered upon diversity. For example:

- There are more than 400,000 Torontonians with disabilities.⁷
- It is estimated that approximately 10% of Toronto's population is lesbian, gay, bisexual or transgender.
- Finally, the 2016 Census revealed that for the first time, over half (51.5%) of Toronto residents are “visible minorities”^{8,9}.

Figure 2: Visible Minority Population of the City of Toronto, 2016



Source: Statistics Canada, 2016 Census

For all its diversity, Toronto is renowned the world over for being remarkably peaceful. Toronto's high functioning diversity model is a key factor in the city's liveability, prosperity and dynamism. The importance of effectively integrating large numbers of newcomers and advancing equity and inclusion enjoys a broad public and political consensus in Toronto. This does not preclude disparities and the

⁷ City of Toronto, Toronto For All: Disability Awareness and Inclusion, accessed March 1, 2021, <https://www.toronto.ca/community-people/get-involved/community/toronto-for-all/disability-awareness-and-inclusion/>.

⁸ According to Statistics Canada, "visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs. The Employment Equity Act defines visible minorities as 'persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour'. The visible minority population consists mainly of the following groups: South Asian, Chinese, Black, Filipino, Latin American, Arab, Southeast Asian, West Asian, Korean and Japanese", accessed March 1, 2021, <https://www23.statcan.gc.ca/imdb/p3Var.pl?Function=DEC&Id=45152>.

⁹ CBC News, October 25, 2017, Statistics Canada, 2016 Census.

socio-economic issues that accompany them. The societal impacts of COVID-19 has amplified the visibility of vulnerable populations that bear the disproportionate weight of poverty, racism, lack of social and economic opportunity, and displacement.

This report highlights both the human rights risks and opportunities that hosting FIFA World Cup 2026™ games in Toronto presents. However, as this report makes clear, these risks and opportunities exist in a context specific to a particular city – Toronto – that anchors in its mandate the fundamental values of diversity, inclusion and equity.



II. Important Considerations

The Economic Development & Culture (EDC) Division, as the designated lead for the City's planning for participation in the FIFA World Cup 2026™, is committed to fostering inclusion and equity in its activities, guided by a five-year Equity Plan (2020-2024) currently under implementation. The Equity Plan provides a strong foundation and source of guidance to ensure that all EDC activities – including supporting major sporting events – are inclusive of Toronto's diverse communities. Throughout this report, the plan will be mentioned along with the Outreach and Engagement Strategy that is part of it. The plan was developed based on key equity-related issues identified in consultations with over 400 stakeholders/residents¹⁰ that supported the creation of EDC's Divisional Strategy, which identified "inclusion and equity" as a key guiding area and was the motivation for the plan to be created.

EDC's Equity Plan strongly emphasizes intersectionality and has seven strategic goals:

1. Increase diversity in EDC's workforce, advisory bodies and suppliers;
2. Foster a divisional culture committed to equity;
3. Integrate equity and diversity into EDC spaces and programming;
4. Use partnerships, grants and competitive programs to advance equity;
5. Play a leadership and convening role in promoting equity;
6. Reach and engage Indigenous and equity-seeking communities and underserved neighbourhoods; and
7. Ensure progress and continuous improvement in advancing equity.

EDC's Equity Plan is guided by the City of Toronto's definition of equity, which acknowledges that inequalities exist which limit the participation of some groups in society. This idea recognizes that not everyone: starts with the same advantages; has the same life chances or opportunities; enjoys similar access to employment, goods, facilities, services and resources; and benefits equally from living or working in Toronto. The concept of equity also recognizes that meeting everyone's needs may require accommodating people's differences and unique circumstances, which includes taking actions such as providing different supports and identifying and removing barriers to access.

Should Toronto become a host city for FIFA World Cup 2026™, a city-wide effort of collaboration will be mounted to deliver a world-class event. Regarding human rights aspects, the People & Equity Division will play an integral role. All City of Toronto divisions rely on the People & Equity Division to develop, implement and monitor corporate policies and partners with clients in the areas of equity, inclusion, human rights, occupational health and safety, including workplace wellness, employee assistance, and return-to-work programs. Among its key functions, People & Equity:

- Provides internal advice so that the City meets its commitments and strategic goals related to equity, diversity and inclusion;
- Provides advice on building an accessible, equitable, inclusive workplace with a workforce that is reflective of the population that the City serves;
- Builds the capacity of employees to provide accessible and inclusive services for service recipients, visitors and the public;

¹⁰ For more information about the consultation process and the Divisional Strategy, please access: <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/economic-development-culture-divisional-strategy/>

- Implements key corporate and community initiatives to achieve service excellence;
- Administers the human rights complaints processes for all members of the Toronto Public Service, members of Council and members of the public that use City services or facilities; and
- Provides expert advice so that the City meets its legislative and policy obligations related to human rights and workplace harassment.

The People & Equity Division has been engaged in numerous occasions to support the preparation of this report given its subject matter expertise. In this sense, for alignment with corporate guidelines, this report makes use of the terminology established by the People & Equity Division, and – based on the recommendation provided by the People & Equity Division – includes an Equity Impact Statement for FIFA World Cup 2026™. Both the terminology used and information on the equity impact statement are included below.

1. Terminology

The Ergon Associates' Toronto-specific report identified that engagement should include attention to LGBTQI+ communities since violent harassment and discrimination occur despite national and provincial protections in place. This report addresses such issues, yet it recognizes that minorities, which include Muslim, Asian and Jewish communities, continue to face barriers. The report (a) uses the terminology "LGBTQ2S+" in order to include "two-spirit", a term used by and for Indigenous peoples in Canada (the term refers to Anishinaabeg niizh manidoowag, which in Anishinaabeg means a person who has the feminine and masculine spirits at the same time); and (b) broadens the scope to ensure that engagement with stakeholders and partners addressed all of Toronto's diverse vulnerable communities. In this sense, special attention is given to those identified as priority communities in the context of Toronto, which as recommended by the People & Equity Division, is as follows:

Table 1: Terminology used in this Report

City of Toronto – Priority Communities
Women
Persons with Low Income
Indigenous Peoples
Immigrants, Refugees & Undocumented Individuals
LGBTQ2S+
Persons with Disabilities
Racialized Group(s)
Racialized Group (Black)
Vulnerable Seniors
Vulnerable Youth

2. Equity Impact Statement

An Equity Impact Statement is a statement generated by the City of Toronto Equity Lens tool, a user-friendly online tool that allows staff to identify and address barriers that may be experienced by Indigenous, Black and equity-seeking communities. The tool can be applied to support staff in planning, developing and evaluating policies, programs, services and budgets. Staff are encouraged to use the tool at different stages throughout the lifecycle of a project, and the tool will be used at all stages of FIFA World Cup 2026™ planning and delivery in Toronto.

The Equity Lens tool encourages City staff to ask and think about these key questions:

- How does your initiative affect vulnerable residents?
- Are there barriers preventing these communities from accessing your program or service?
- If so, how can the City reduce or remove those barriers?

The Equity Lens has four functions:

1. **Diagnosis** to assess the impact of a policy, service and program on diverse individuals and groups, and to identify barriers and appropriate accommodation to address any barriers;
2. **Measurement** including tools such as statistical analyses, surveys, focus groups, and feedback review to assess client satisfaction with policy/program results, and to ensure activities meet the needs of diverse clients;
3. **Evaluation** to identify strengths and areas for improvement will help find equitable solutions; and
4. **Community of practice** will highlight best practices and milestones that can be replicated to ensure continued success

The following is Toronto's Equity Impact Statement for the FIFA World Cup 2026™ as of June 2021:

The potential of Toronto being a host city for the FIFA World Cup 2026™ has been analysed at the conception stage for potential impacts on Indigenous, Black and equity-seeking groups of Toronto to be considered in the planning, preparation and delivery of the tournament. Communities potentially affected are: women, persons with low income, Indigenous peoples, LGBTQ2S+ communities, persons with disabilities, racialized group(s), racialized group (Black), vulnerable seniors and vulnerable youth and children. The conditions inherent to hosting any Major International Sporting Event may negatively impact access to City information, access to City services, access to City spaces, access to public transit, access to shelters, experience of discrimination and prejudice, sense of identity and belonging, and safety and security. As this report precedes the Host City selection, it aims to support future steps, including the identification of planned measures to address key human rights and equity issues that may emerge; as well as strategies to mitigate these negative impacts, reduce systemic barriers and to leverage opportunities for positive equity impacts – all to be co-developed through extensive engagement with stakeholders and partners. Access to economic development opportunities, access to training and or/employment, civic engagement and community participation, in turn, will be positively impacted if Toronto becomes a host city for the FIFA World Cup 2026™.

III. Stakeholder and Partner Engagement Process¹¹

Part III addresses Question 1 of the *Template for FIFA World Cup 2026™ Candidate Host City Human Rights Stakeholder Engagement Report*.

3. Description of Toronto's Stakeholder and Partner Engagement Process

Question 1: Please provide a comprehensive list of relevant engagements with human rights stakeholders taking place between July 2020 and June 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

In addition to extensive research, the Economic Development & Culture (EDC) Division led consultation and engagement processes. This section presents a brief overview of key aspects concerning both internal and external consultation and engagement – these are followed by Table 2, which briefly summarizes dates, participating groups and type of engagement. To complement the engagement undertaken, it is anticipated that broad external stakeholder and partner engagement led by a Human Rights Working Group will be activated following Host City selection (as outlined in Part VI of this report).

Internal Consultation and Engagement

EDC led engagement sessions with stakeholders and partners that will play an essential role in supporting the successful preparation and delivery of the FIFA World Cup 2026™ if Toronto becomes a host city. These include the Indigenous Affairs Office, the Confronting Anti-Black Racism Unit, and the People & Equity Division – which centralizes human rights and corporate equity functions. These divisions provide expertise on diversity, equity barriers, human rights, and develop plans and strategies grounded on extensive consultations with Toronto residents. As an example, the City of Toronto [Confronting Anti-Black Racism Action Plan](#) is based on community conversations with over 800 Black residents, held in partnership with 11 community agencies (a brief description of the plan is provided in Appendix A).

This report leverages the City's deep ongoing programmatic engagement with external stakeholders and partners that has resulted in a wealth of strategies, plans and activities founded in on-the-ground community knowledge and experience. The City's internal divisions and units that contributed to this report see advocating for external groups as one of their primary roles.

This report thus provides meaningful information and commitments on key human rights and equity issues in addition to recommendations on what the City of Toronto can further explore to ensure a

¹¹ Note that throughout this report we have added the term "partner" as we recognize and acknowledge Indigenous Peoples of Canada as partners in this process.

positive social legacy for Toronto's many communities. Engagement sessions with the above mentioned equity-supporting offices were undertaken as multilateral video calls, phone meetings, and through a survey administered between January 26, 2021 and February 17, 2021. The internal stakeholder and partner survey protocol along with all questions used in the survey are available in Appendix B.

External Consultation and Engagement

A draft version of this report was circulated to the following federal departments and ministries, which provided valuable feedback incorporated into this final report:

- Global Affairs, International Crime
- Public Service and Procurement Canada
- Canadian Border Services Agency, Missing Children Program
- Canadian Heritage – Sport Canada, Gender, Inclusion and Innovation Unit
- Canadian Heritage – Multiculturalism and Anti-Racism, Federal Anti-Racism Secretariat
- Reconciliation and Treaties Unit

In addition, a total of over 80 key external stakeholders and partners in Toronto were invited to provide input and feedback through a survey regarding:

- Risk areas and planned measures;
- Whether and how COVID-19 may impact risks and mitigation measures;
- Additional human rights opportunities concerning Toronto possibly becoming a host city;
- Opportunities for long-lasting positive legacy in terms of inclusion, equity and human rights.

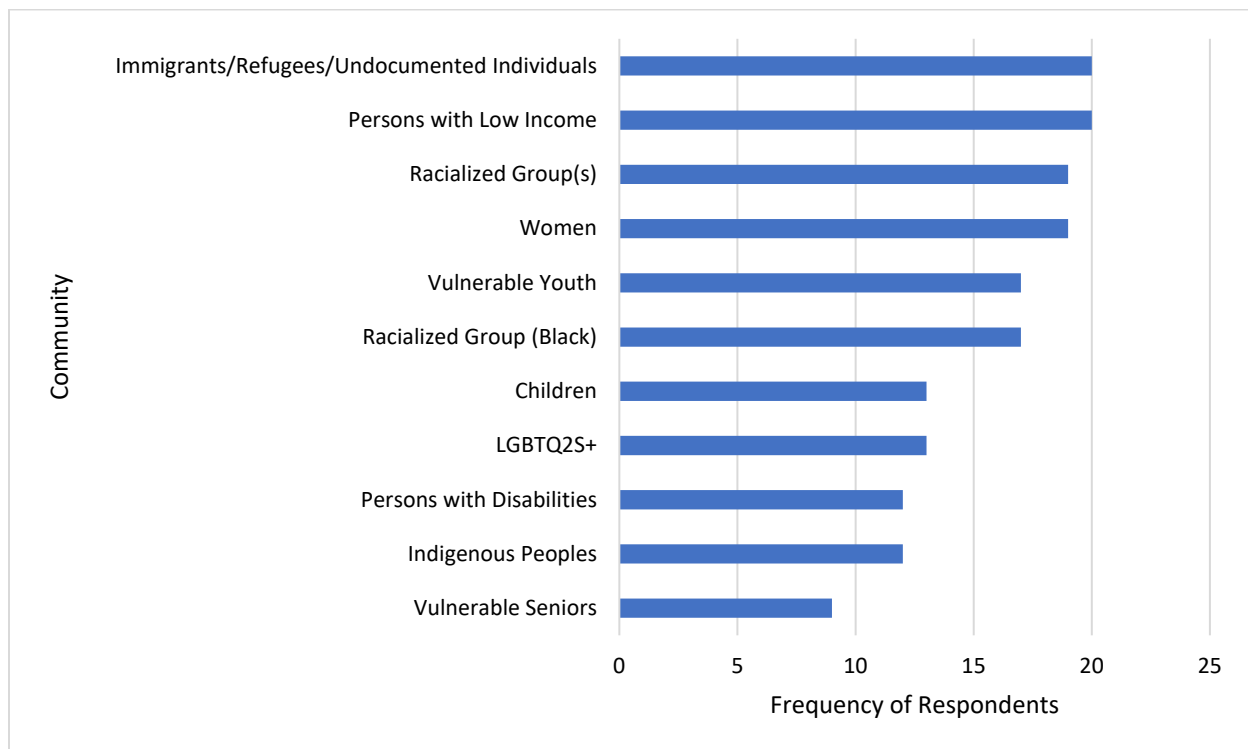
The external stakeholder and partner survey protocol along with all questions used in the survey are available in Appendix C. They are well-established organizations in Toronto working with Indigenous peoples, women, human trafficking, immigrants and refugees, Black and racialized communities, children, LGBTQ2S+ communities, persons with disabilities, policing, human rights and sports in general (a list of organizations is available in Appendix D). The following 24 organizations provided their input, which is integrated throughout this report:

- Romero House
- Athletics Canada
- Ready. Set. Play Children's Charity
- Athletics Ontario
- Football for the World Development Inc.
- Elspeth Heyworth Centre for Women
- Pickering FC
- Maple Leaf Sports & Entertainment
- Skills for Change
- Aura Freedom
- Second Kicks
- ARCH Disability Law Centre
- Toronto Council Fire Native Cultural Centre
- South Asian Women's Centre
- Rexdale Women's Centre
- G(irls)20

- The 519
- Pride Toronto
- Coaches Association of Ontario
- Canadian Civil Liberties Association
- Arab Community Centre of Toronto
- Council of Agencies Serving South Asians
- Toronto Police Service
- White Ribbon

The organizations above represent and/or work with all priority communities outlined in Part I as illustrated in Figure 3. These organizations not only represent a wide range of communities, but also have an intersectional approach as can be seen below, often working with more than one priority community.

Figure 3: Number of Survey Respondents Whose Work Affects Priority Communities



As part of the external engagement process, EDC also met with Maple Leafs Sports & Entertainment Ltd. (MLSE), one of North America's leading providers of sports experiences and the parent company of the National Hockey League's Toronto Maple Leafs, the National Basketball Association's Toronto Raptors, Major League Soccer's Toronto FC, and the Canadian Football League's Toronto Argonauts. MLSE owns or operates all of the venues its teams play and train in, including Toronto's Scotiabank Arena, BMO Field, Coca-Cola Coliseum, Ford Performance Centre, and the BMO Training Ground.

Engagement with MLSE revealed that the company's recent work taking concrete actions for more inclusion in sports is aligned with Toronto's commitment towards human rights and diversity. The company has recently created a unit dedicated to equity, diversity and inclusion, and aims to set the standard for more inclusive thinking throughout the soccer ecosystem. MLSE is currently working on implementing actions across three objectives, which should be well advanced by 2026 (further details on MLSE work on inclusion, equity and diversity are available in Appendix F, including a summary of MLSE research on the impact COVID-19 has had on youth participation in soccer, identified barriers to youth participation in the sport in Toronto, and strategies for the opportunity to "build back better"):

1. Strengthen organizational culture with a focus on equity, diversity and inclusion for staff, coaches and players.
2. Utilize MLSE influence within the soccer ecosystem to support the advancement of equity, diversity and inclusion in sport.
3. Establish MLSE voice and position in social justice advocacy to support and uplift communities.

Table 2 summarizes relevant engagement with stakeholders and partners:

Table 2: List of Relevant Engagement with Stakeholders and Partners

Date (YYYY-MM-DD)	Type of Engagement	Lead	Participating Organizations/Groups	Outcomes
2021-01-07	Bilateral Call (1h)	EDC	<ul style="list-style-type: none"> Sex Crimes Unit, Toronto Police Service (TPS) 	<ul style="list-style-type: none"> No significant increase in sexual exploitation has been evident in recent large scale sporting events (i.e. Pan Am in 2015, Raptors Championship in 2019). Toronto Police Service (TPS) has one of the largest dedicated Human Trafficking (HT) teams in Canada. Toronto Police Service works closely with regional and provincial law enforcement who also host dedicated sex crimes units. TPS is a global leader in best practice in this type of work.
2021-01-13	Bilateral Call (1h)	EDC	<ul style="list-style-type: none"> Ontario Provincial Police (OPP) 	<ul style="list-style-type: none"> The Province has made a recent and significant investment in their Human Trafficking program (Mar 6, 2020 announcement - \$307M over 5 years). Provincial team including detectives across province – large scale projects multi-jurisdictional, proactive intelligence gathering and reactive response

Date (YYYY-MM-DD)	Type of Engagement	Lead	Participating Organizations/Groups	Outcomes
				<ul style="list-style-type: none"> Victim side – numerous programmes and supports, Canadian Centre to end human Trafficking (24-7 hotline), education, poster campaigns Victims are typically from Ontario/Canada (90%). Dedicated Crown Attorneys to support HT program. Contacts for Prevention of Human Trafficking Office and Canadian Centre to End Human Trafficking
2021-01-19	Multilateral Video Call (1h)	EDC	<ul style="list-style-type: none"> Human Rights Office, People & Equity Toronto Public Health, Child Friendly TO 	<ul style="list-style-type: none"> Received robust feedback on draft of internal stakeholder survey.
2021-01-21	Video Call (1h)	EDC	<ul style="list-style-type: none"> Equity & Diversity, People & Equity 	<ul style="list-style-type: none"> Received additional feedback on how to optimize survey in order to gather community-specific information.
2021-01-26	Online survey	EDC	<ul style="list-style-type: none"> Stakeholders and partners, including: <ul style="list-style-type: none"> Indigenous Affairs Office Confronting Anti-Black Racism Unit Social Development, Finance and Administration Toronto Public Health, People & Equity Employment & Social Services Parks, Forestry & Recreation Shelters, Support and Housing Administration 	<ul style="list-style-type: none"> Comprehensive input into the identification of human rights-related risks and opportunities as they relate to holding the tournament in Toronto. Identification of external stakeholders and partners. Commitments by internal partners to facilitate engagement with external partners and stakeholders.

Date (YYYY-MM-DD)	Type of Engagement	Lead	Participating Organizations/Groups	Outcomes
2021-01-27	Multilateral Video Call (45min)	EDC	<ul style="list-style-type: none"> Centre for Sport and Human Rights and UNICEF USA, Canada, and Mexico Human Rights Office, People & Equity Toronto Public Health, Child Friendly TO 	<ul style="list-style-type: none"> Received recommendations about how to proceed with the report: <ol style="list-style-type: none"> 1. Focus on both government and commercial perspective 2. Think of procurement/supply chain as area to explore 3. Refer to the MSE lifecycle for specific risks 4. Ensure diverse youth and overall voices are considered.
2021-02-24	Bilateral Video Call (45min)	EDC	<ul style="list-style-type: none"> Community Development Unit – Social Development, Finance & Administration 	<ul style="list-style-type: none"> Discussed the external community engagement process that was employed for the Equity chapter in the Toronto Office of Recovery and Rebuild (TORR) report.
2021-05-20	Bilateral Video Call (30min)		<ul style="list-style-type: none"> Toronto Public Health 	<ul style="list-style-type: none"> Discussed past and current child-friendly measures that were being developed and implemented by Toronto Public Health and Toronto Children's Services.
2021-05-21	Video Call (60min)	EDC	<ul style="list-style-type: none"> Maple Leaf Sports & Entertainment (MLSE) 	<ul style="list-style-type: none"> Discussed the ongoing work being led by MLSE to make sports in Toronto more inclusive and equitable.
2021-05-25 to 2021-06-08	Survey	EDC	<ul style="list-style-type: none"> Over 80 organizations received the survey, as listed in Appendix D 	<ul style="list-style-type: none"> Collected feedback and recommendations concerning human rights risk areas and other key aspects identified in the report.
2021-06-07	Feedback on Draft Report via email	EDC	<ul style="list-style-type: none"> Federal departments and ministries: <ul style="list-style-type: none"> – Global Affairs, International Crime – Public Service and Procurement Canada – Canadian Border Services Agency, Missing Children Program 	<ul style="list-style-type: none"> Feedback was embedded in final report.

Date (YYYY-MM-DD)	Type of Engagement	Lead	Participating Organizations/Groups	Outcomes
			<ul style="list-style-type: none"> – Canadian Heritage – Sport Canada, Gender, Inclusion and Innovation Unit – Canadian Heritage – Multiculturalism and Anti-Racism, Federal Anti-Racism Secretariat – Reconciliation and Treaties Unit 	

IV. Description of Identified Risks and Opportunities

Part IV addresses Questions 2 and 3 of the *Template for FIFA World Cup 2026™ Candidate Host City Human Rights Stakeholder Engagement Report*.

4. Potential Human Rights-related Risks

Question 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)

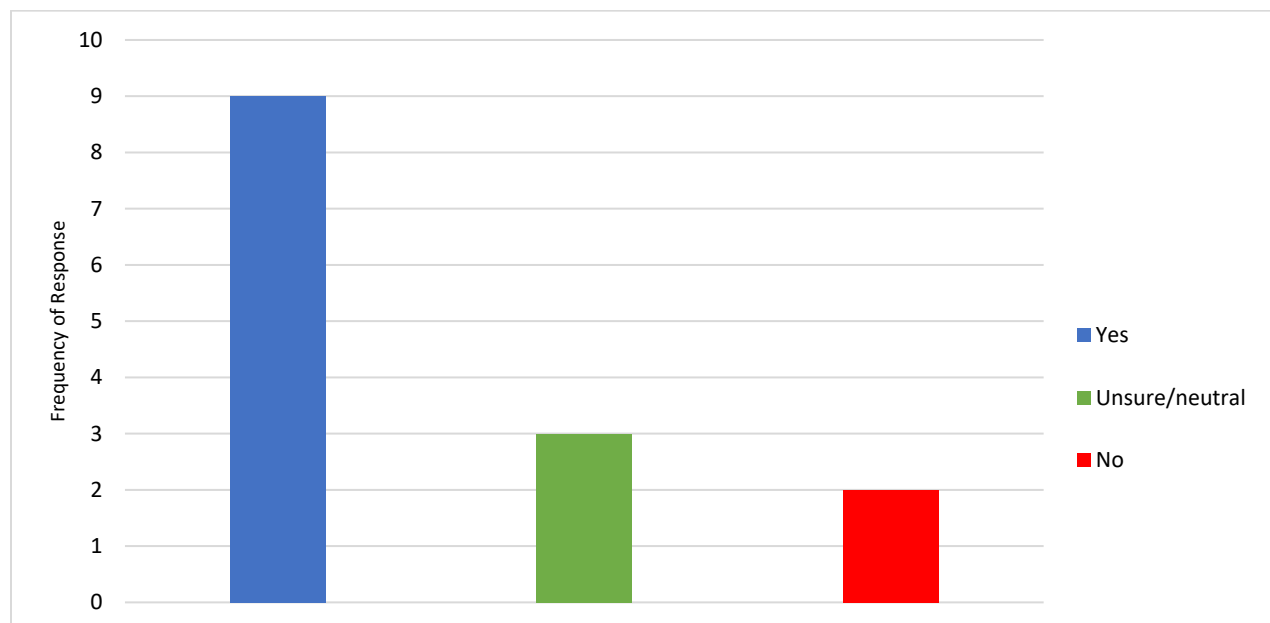
As part of the host city selection process for the FIFA World Cup 2026™, Ergon Associates produced a Human Rights Issue Paper outlining Toronto-specific challenges to be considered for this report. Their research identified the following challenges in the context of Toronto: workers' rights, safety and security, human trafficking, housing rights, and non-discrimination. The engagement with stakeholders and partners undertaken to create this report considered these challenges and how they may affect local communities, workers, fans, volunteers, officials and players of diverse backgrounds. In addition to the human rights-related challenges, stakeholders raised considerations concerning equity and inclusion in general, which were equally important and included in this report.

Overall, challenges identified by stakeholders and partners can be categorized as 12 risk areas. These are listed below – the sequence is organized in no particular order of relevance or priority:

- Risk Area #1: Displacement and/or evictions
- Risk Area #2: Public perception of/and unfair treatment
- Risk Area #3: Restricted use of space
- Risk Area #4: Increase in mental health issues
- Risk Area #5: Unfair working conditions
- Risk Area #6: Harassment and discrimination
- Risk Area #7: Security and safety
- Risk Area #8: Inequitable social legacy
- Risk Area #9: Increased policing
- Risk Area #10: Exclusion of Indigenous voices
- Risk Area #11: Inequitable practices by grant and permit recipients
- Risk Area #12: Environmental Racism

When asked whether COVID-19 is and/or will impact the key areas listed above, 9 external organizations answered "yes", as noted in Figure 4 below.

Figure 4: Toronto Organizations' Feedback on whether COVID-19 is/will impact Key Areas



Most of these organizations noted that the following risk areas may be negatively impacted: 1, 3, 4, 5, 6, 7, and 9 (please note that risk area #12 was added based on feedback from external organizations, not being part of the initial list presented to them). Organizations also added that there may be an increase in gender-based violence and marginalization of already marginalized communities, and that other negative impacts may be caused by increased unemployment as a consequence of the pandemic. It was also noted that risk area #6, harassment and discrimination, is/will continue to transition to more digital formats, which may lead to the need for anti-oppression policies for virtual settings.

The table below provides further details on each risk area and on existing regulations, systems and programs Toronto has in place as identified by stakeholders and partners. Each risk area is briefly described, and – in alignment with the information provided in Part II of this report – special attention is given to whether Indigenous, Black and equity-seeking communities may be adversely impacted.

Table 3: Risk Areas and Existing Tools to Address Them

Risk Area #1	Displacement and/or evictions
Brief Description of Risk Area	Removal/displacement/eviction of individuals that may be seen as negatively impacting the city's projected image during the FIFA World Cup 2026™. Impact on individuals experiencing poverty and/or homelessness as they may be forcefully removed from desirable/visible locations due to security concerns and optics.
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) • Racialized Group (Black) • Vulnerable Seniors • Vulnerable Youth • Children
Existing Tools – Regulations, Systems and Programs	The City of Toronto supports numerous initiatives such as Streets to Homes , which may help provide shelter and housing to individuals experiencing poverty and/or homelessness. The City of Toronto also leads the HousingTO 2020-2030 Plan , which addresses the full housing spectrum: from homelessness to rental and ownership housing to long-term care for seniors – one of its initiatives, Housing Now , aims to activate City-owned sites for the development of affordable housing within mixed-income, mixed-use, transit-oriented communities.
Risk Area #2	Public perception of/and unfair treatment
Brief Description of Risk Area	Perception of and/or mistreatment of Indigenous, Black and equity-seeking communities resulting from lack of inclusive communication or other factors.
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) • Racialized Group (Black) • Vulnerable Seniors • Vulnerable Youth • Children
Existing Tools – Regulations, Systems and Programs	Toronto's diverse communities are and can be reflected in existing protocols and practices concerning external relations and ceremonial documents. These include: flag raising, ceremonial documents (proclamations, letters of greetings, letters to athletes); recognitions in Council (recognition of winning team and/or recognition of staff for successful delivery and/or recognition of

	<p>community representative if relevant); ceremonial components (opening/closing ceremonies); communications with Members of Council.</p> <p>In addition, the Strategic Protocol and External Relations Office organizes various functions, activities, celebrations and commemorations of individual, civic and community achievements that reflect Toronto's diverse communities.</p> <p>Also important, the City of Toronto has an Indigenous Affairs Office, a Confronting Anti-Black Racism Unit, and other offices that will collaborate to determine the best approaches to mitigate this risk prior and during the event.</p> <p>Broadly issued, event-specific training of city staff and external stakeholders leading up to a major sporting event will include information on equity and inclusion disparities, and strategies and tactics to respond to scenarios that may intersect with their assignments.</p>
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Risk Area #3	Restricted use of space
Brief Description of Risk Area	<p>Restricted access to public spaces and creation of security areas, particularly in low-income and/or Indigenous, Black and racialized communities. This may lead to consequences on small and local businesses owned by Black, Indigenous and equity-seeking communities.</p>
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) • Racialized Group (Black)
Existing Tools – Regulations, Systems and Programs	<p>The City of Toronto has different programs in place to support small and local businesses. One of them is the Social Procurement Program – the program aims to create jobs and promote inclusive economic growth, being comprised of two components: supply chain diversity and workforce development.</p> <p>In addition, the City of Toronto – alongside the Atkinson Foundation – founded AnchorTO, a Social Procurement Community of Practice that provides a network to share best practices concerning procurement, hiring and/or investment to achieve inclusive economic development outcomes.</p> <p>The long-term planning of this tournament will include community consultation as and when appropriate. As of June 2021 no planned event infrastructure or activity is scheduled within vulnerable residential or business areas.</p>

Risk Area #4	Increase of mental health issues
Brief Description of Risk Area	Negative impact for communities experiencing mental health challenges and/or homelessness as a result of security provisions, accessibility, and equity and inclusion issues.
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) • Racialized Group (Black)
Existing Tools – Regulations, Systems and Programs	<p>Mental health issues can be caused by a combination of different factors, some of them being socio-economic ones such as poverty and homelessness. The City of Toronto has a Poverty Reduction Strategy, a Newcomer Office, an Indigenous Affairs Office and a Confronting Anti-Black Racism office, all of which lead numerous actions to support communities that are often overrepresented in data on mental health issues. The Confronting Anti-Black Racism Unit, for instance, leads virtual events throughout Black mental health week in Toronto.</p> <p>In addition, the City leads public education initiatives to reduce discrimination, racism, and social isolation, such as the Toronto For All campaign, a public education initiative and set of public campaigns to generate dialogue among Toronto residents in order to create a city that says “no” to all forms of discrimination and racism.</p>
Risk Area #5	Unfair working conditions
Brief Description of Risk Area	Unfair working conditions and contracts, particularly concerning temporary foreign workers.
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) • Racialized Group (Black)
Existing Tools – Regulations, Systems and Programs	<p>The City of Toronto Fair Wage Policy prohibits the City from doing business with contractors and suppliers who discriminate against their workers. The Office that administers the policy investigates complaints and takes enforcement action when it is determined that a contractor has failed to pay its workers the prescribed hourly wage rates, vacation and holiday pay, and applicable amount for fringe benefits shown in the current fair wage schedule.</p>

	<p>In addition, the City of Toronto is involved in numerous initiatives to support immigrants, refugees and undocumented individuals in general. Among them:</p> <ul style="list-style-type: none"> • Canada-Ontario-Toronto MoU on Immigration – Designed to provide a framework for the three orders of government to discuss information sharing, and matters related to immigration and settlement. • The Toronto Newcomer Strategy – Designed to improve newcomer settlement through shared leadership, stronger collaboration and a more seamless and well-coordinated service system. • Access T.O Policy - The policy provides access to City services to all Torontonians regardless of their immigration status. • Refugee Capacity Plan – The plan aims to facilitate seamless and efficient mobilization of resources and supports during periods of significant and unforeseen increases in refugee populations in Toronto. <p>In Ontario, employment rights including minimum wage, hours of work limits, termination of employment, public holidays, pregnancy and parental leave, severance pay, vacation are protected by policies within the Employment Standards Act (ESA).</p>
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Risk Area #6	Harassment and discrimination
Brief Description of Risk Area	<p>Discrimination towards immigrants, specifically refugees and undocumented individuals.</p> <p>Risk of hate speech and hate activity – e.g. homophobia, anti-Black racism – towards different communities during games and fan events (both in person and over the internet).</p> <p>Gender-based harassment and sexual exploitation throughout the tournament lifecycle.</p>
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) – including Asian Canadians • Racialized Group (Black)
Existing Tools – Regulations, Systems and Programs	<p>The Toronto For All set of public campaigns generates dialogue to create a city that says “no” to all forms of discrimination and racism.</p> <p>The City of Toronto has policy and legislation in place to combat harassment and discrimination:</p> <ul style="list-style-type: none"> • Human Rights and Anti-Harassment/Discrimination Policy (HRAP) • Accommodation Policy • Hate Activity Policy • Corporate Accessibility Policy

	<p>The above are in addition to the following provincial and federal tools:</p> <ul style="list-style-type: none"> • (Ontario) Human Rights Code • Occupational Health and Safety Act (OHSA) • Accessibility for Ontarians with Disabilities Act (AODA) • Canadian Charter of Rights and Freedoms • Truth and Reconciliation Commission of Canada: Calls to Action • Criminal Code hate provisions <p>Important notes:</p> <p>(a) The Ontario Human Rights Code and the Accessibility for Ontarians with Disabilities Act speak to discrimination against people with disabilities and improving accessibility in public spaces, information and communication, etc. The Web Content Accessibility Guidelines (WCAG) provides guidance on standards on accessibility of web content.</p> <p>(b) The jurisdiction of the HRAP includes City of Toronto employees, those who contract directly with the City, recipients of City of Toronto run services, and users of City of Toronto facilities.</p> <p>As additional tools (beyond policy, regulation and legislation), there are the City of Toronto Accessibility Design Guidelines, the Toronto Action Plan to Confront Anti-Black Racism, Council Advisory Committees (LGBTQ2S+, Aboriginal, and Black) that provide meaningful community feedback and engagement to identify and meet the unique needs of marginalized communities in Toronto. Internally, staff also make use of the City's Equity Lens to conduct equity analysis, and of the City-wide Data for Equity strategy, which facilitates the collection of socio-demographic data (including race, gender and income) and the use of disaggregated data to better support the City's equity goals and priorities.</p> <p>Finally, the City of Toronto Human Rights Office (HRO) is a confidential and neutral office in place that supports the City of Toronto in meeting its legislative requirements to ensure that harassment and discrimination does not occur in the delivery of City services and within the workplace. In accordance with the <i>Ontario Human Rights Code</i> (the Code) and the <i>Occupational Health and Safety Act</i> (OHSA), the HRO administers the City's internal Human Rights and Anti-Harassment/Discrimination Policy (HRAP), HRAP Complaint Procedures, Accommodation Policy, and Accommodation Procedures. The focus of the HRO is to prevent, correct and remedy harassing and/or discriminating behaviours that are contrary to this Policy.</p>
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Risk Area #7	Security and Safety
Brief Description of Risk Area	<p>Large gatherings in civic spaces create inherent risks that may include: risk of violence (i.e. active shooter, hostile vehicles) protests. Depending on their nature, these large gatherings may incite activities addressed in the Hate Activity Policy.</p> <p>Increased potential for unsafe conditions for vulnerable populations (i.e. children, women, people with disabilities), including gender-based violence. Potential risks concerning children include being separated from their parents, child trafficking, increased traffic near venues or street closures (which may decrease "play" spaces and increase safety hazards), increased access to drugs.</p>
Communities that may be potentially impacted	<ul style="list-style-type: none"> • All event attendees • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) • Racialized Group (Black) • Vulnerable Seniors • Vulnerable Youth • Children
Existing Tools – Regulations, Systems and Programs	<p>The City of Toronto Hate Activity Policy prevents intimidation, harassment, physical force or threat of physical force against a person, a group or a property if motivated by hatred/bias/prejudice against an identifiable group. The City of Toronto Human Rights Office administers the City's Hate Activity Policy and Hate Activity Procedures.</p> <p>The City of Toronto event producers work cooperatively with Toronto Police and other emergency services to develop and operate under a multi-tiered incident management plan (operational/tactical/strategic). This includes protocols, monitoring, and responding to incidents including but not limited to: medical emergencies, lost children, bomb threats, and hostile vehicle mitigation.</p> <p>Standard practice for City-produced events at Nathan Phillips Square (potential FIFA Fan Fest™ site) includes creation of an accessible seating and access plan. This includes integration of staffing, security and police presence to support maintenance and security of this space designation.</p>

Risk Area #8	Inequitable social legacy
Brief Description of Risk Area	Intensified gentrification in some areas as a social legacy, making them less affordable/accessible to low income residents.
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Persons with Disabilities • Racialized Group(s) • Racialized Group (Black)
Existing Tools – Regulations, Systems and Programs	<p>The City of Toronto is committed to promoting inclusive economic development, among other factors that can prevent the displacement and/or permanent closure of businesses because of gentrification processes. A number of policies and corporate strategies from the City's Social Development, Finance and Administration Division supports this goal in different capacities. For instance, it leads the Community Benefits Framework, which focuses on ways to maximize the use of City of Toronto levers (such as procurement, real estate transactions, or financial incentives for specific sectors and uses) to create inclusive and equitable economic opportunities through community benefits initiatives. The Social Procurement program, in turn, supports diverse suppliers, which are 51% owned, managed and controlled by an equity-seeking community or social purpose enterprise.</p>

Risk Area #9	Increased policing
Brief Description of Risk Area	Shift towards increased policing, which may lead to criminalization of poverty and racial profiling concerning Black, Indigenous and racialized communities.
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Women • Persons with Low Income • Indigenous Peoples • Immigrants, Refugees and Undocumented Individuals • LGBTQ2S+ • Racialized Group(s) • Racialized Group (Black) • Vulnerable Youth
Existing Tools – Regulations, Systems and Programs	<p>The City is committed to acting to address anti-Black racism – as well as racism against Indigenous and equity-seeking communities – in order to build a city that is more inclusive, progressive and reflective of the values of its diverse members. This also refers to policing, which is why City Council adopted 36 decisions related to policing reform. These decisions include developing alternative models of community safety response that would involve the creation of non-police led response to calls involving individuals in crisis; reflect the City's commitment to reconciliation; and involve extensive community consultation on a proposed response model.</p> <p>The City of Toronto recently established a Policing Reform unit within the SDFA division. Working through this unit, the FIFA World Cup 2026™ presents an</p>

	<p>opportunity to partner with law enforcement agencies to provide training and advice on unconscious bias, anti-racism, and cultural sensitivity with regards to the shared experiences of Indigenous, Black and equity-seeking group members.</p>
Risk Area #10	Exclusion of Indigenous voices
Brief Description of Risk Area	<p>Overt displays of nationalism not recognizing Indigenous nations.</p> <p>Exclusion of Indigenous voices throughout the event lifecycle.</p>
Communities that may be potentially impacted	<ul style="list-style-type: none"> Indigenous peoples
Existing Tools – Regulations, Systems and Programs	<p>Indigenous flags are permanently installed in Nathan Phillips Square, where Toronto City Hall is located. The City of Toronto is committed to reconciliation efforts, and has an Indigenous Affairs Office as part of the City Manager's Office, which can play an important role liaising with communities and embedding Indigenous voices in the event lifecycle. As a best practice and following the recommendation of the Indigenous Affairs Office, Land Acknowledgements honouring the land and recognizing Indigenous peoples as the first inhabitants of Toronto, are included in official ceremonies and meetings.</p> <p>At Nathan Phillips Square, the City added the medicine wheel symbol permanently to the design the iconic TORONTO sign (2018). Also, scheduled for completion prior to FIFA World Cup 2026™, in the south west section of City Hall property, is the Indian Residential School Survivors (IRSS) Legacy Project. The project flows from Canada's Truth and Reconciliation Commission, which called upon provincial capital cities to recognize the legacy of residential schools through the installation of a permanent memorial. The installation design has been led by Toronto's Indigenous communities and will include a monumental sculpture and an inclusive, accessible space with year-round programming held by Elders, traditional teachers, educational institutions and like-minded organizations, and working with people of the four directions.</p>
Risk Area #11	Inequitable practices by grant and permit recipients
Brief Description of Risk Area	<p>Risk of human rights abuses in the supply chain or practices of vendors/merchandisers and/or grant and permit recipients.</p>
Communities that may be potentially impacted	<ul style="list-style-type: none"> Women Persons with Low Income Indigenous Peoples Immigrants, Refugees and Undocumented Individuals LGBTQ2S+ Racialized Group(s) Racialized Group (Black) Vulnerable Youth
Existing Tools – Regulations,	<p>The City has a declaration of compliance with Anti-Harassment / Discrimination Legislation that can be included in procurement contracts. In</p>

Systems and Programs	addition, the City administers the Fair Wage policy, which prevents inequities in terms of unfair work conditions. Finally, a comprehensive set of human rights legislation and mechanisms prevents harassment and discrimination in general.
Risk Area #12	Environmental Racism
Brief Description of Risk Area	Risk of health issues caused by harmful pollution related to FIFA World Cup 2026™ activities in areas with high concentration of Indigenous, Black and racialized communities.
Communities that may be potentially impacted	<ul style="list-style-type: none"> • Indigenous Peoples • Racialized Group(s) • Racialized Group (Black)
Existing Tools – Regulations, Systems and Programs	<p>The City of Toronto's Corporate Strategy includes a major strategic priority on climate change: Tackle climate change and build resilience. It notes "We are committed to fighting climate change and preparing our city government, our economy, our ecosystems, and our communities, especially the most vulnerable communities, for a changing climate." It identifies the following City strategies, plans and initiatives to support this priority:</p> <ul style="list-style-type: none"> • Biodiversity Strategy • Circular Economy • City Asset Management • City Wide Real Estate Transformation • Electric Vehicle Strategy • Green Roof Bylaw • Long-Term Waste Management Strategy • Parkland Strategy • Pollinator Protection Strategy • Ravine Strategy • Resilience Strategy • Strategic Forest Management Plan • Toronto Green Standard • TransformTO: Climate action for a healthy, equitable, prosperous Toronto • Wet Weather Flow Master Plan <p>The City supports the green sector through its Green Sector Development Officer in Economic Development and Culture. Toronto Public Health's ChemTRAC program aims to increase public awareness of chemicals in the environment and reduce pollution from industrial and commercial sources by annually reporting to the public on the manufacture, use, or release of chemicals by local industries. Toronto Public Health's Noise Action Plan focuses on noise pollution from transportation sources. The Plan identifies noise mitigation measures, such as traffic management, road surface improvements, structural noise attenuation, promotion of alternate forms of transportation, building design, neighbourhood approaches, and noise monitoring.</p>

5. Opportunities for a Lasting Positive Human Rights Legacy

Question 3: Please provide a list of areas where the host city and its stakeholders see opportunities for a lasting positive human rights legacy of the tournament, including for each area of opportunity:

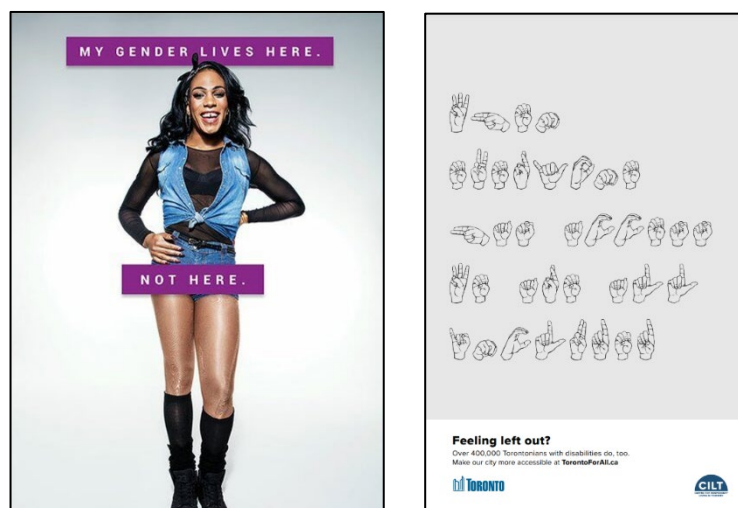
- A description of the area of opportunity (e.g. what could be achieved; how would it positively impact on people and the community)
- A description of how the hosting of games is linked to the opportunity (e.g. how can the event be used as a rallying point for such progress)

Leveraging Existing Tools

The previous and following sections outline a large range of existing tools and planned measures that the City of Toronto has developed to mitigate risk to and support vulnerable populations in Toronto, tools like [Streets to Homes](#) to counter displacement; inclusive ceremonies and proclamations and the [#TorontoForAll](#) campaign to support a sense of belonging; the [Social Procurement Program](#), [AnchorTO](#), and [Fair Wage Policy](#) to promote inclusive economic growth; [City of Toronto Accessibility Design Guidelines](#) to provide accessible services; [Toronto Action Plan to Confront Anti-Black Racism](#) to address anti-Black racism; and policy papers and strategies like the [MoU on Immigration](#), [The Toronto Newcomer Strategy](#), [Access T.O Policy](#), and [Refugee Capacity Plan](#) to promote the well-being of immigrants, newcomers, refugees and undocumented Torontonians, among others.

It is important to note that many of these existing tools, and many of the City Strategies, Advisory Bodies and Plans Addressing Inequities listed in Appendix A have been developed through long-standing and fulsome civic engagement processes that integrate community interests and voices into their approaches, including vulnerable populations themselves. The principle that anchors the City's work, and the engagement strategy outlined here, is "nothing about us without us." The opportunities for advancing human rights through the FIFA World Cup 2026™ will be built upon this very solid foundation of existing tools and strategies.

Figure 5: City of Toronto's #TorontoForAll campaign



As noted in the previous section, there are also numerous, robust legislative safeguards for human rights both external and internal to the City of Toronto: External: (United Nations) [Convention on the Rights of the Child](#), (Ontario) [Human Rights Code](#); [Occupational Health and Safety Act](#) (OHSA), [Accessibility for Ontarians with Disabilities Act](#) (AODA), [Canadian Charter of Rights and Freedoms](#); [Employment Standards Act](#), [Truth and Reconciliation Commission of Canada: Calls to Action](#), [National Inquiry into Missing and Murdered Indigenous Women and Girls](#), [Criminal Code](#) hate provisions; and Internal: [Human Rights and Anti-Harassment/Discrimination Policy](#) (HRAP), [Accommodation Policy](#), [Hate Activity Policy](#), and [Corporate Accessibility Policy](#).

Creating a Lasting Positive Human Rights Legacy

In addition to what the City of Toronto and its partners are currently doing to advance human rights, inclusion and equity that feed into the tournament, planning for hosting FIFA World Cup 2026™ games also provides the opportunity to creatively think about how we collectively foster a policy legacy by establishing a common practice for stakeholder and partner engagement for future Major International Sporting Events. Engagement with external stakeholders has identified the following as tangible opportunities to be explored:

- Adding gender equity in sport as a theme, such as developing and implementing tools to prevent gender-based violence, including sexual harassment; increasing the representation of women in sports leadership positions; delivering programming specifically for women and girls at the event; and capturing research and data as to the presence of women and girls around the event to support evidence-based decision-making and planning.
- Developing innovative ways of working in sport by creating and implementing an experimentation project in collaboration with potential stakeholders that may help address some of the issues related to inclusion and diversity. These innovation projects could test ideas to: increase accessibility to sport; enhance physical literacy; improve participation in sport; and achieve social goals through the intentional use of sport. Building on the history of sport as a beacon for social justice, focusing on residents who are disproportionately impacted by discrimination, violence, and exclusion. As an example, develop public equity and inclusion awareness campaigns that inspire positivity towards marginalized groups and that help activate fans as allies to stand in solidarity with communities.

Additional opportunities of actions that may lead to long-lasting positive legacy in terms of inclusion, equity and human rights were identified as the following:

- Exploring opportunities for quality jobs and equitable employment;
- Developing policies to combat harassment and bullying in virtual settings;
- Providing specialized equity-focused training (for example, coaching workshops);
- Increasing accessibility through sports-disability programs;
- Developing a sports legacy fund for marginalized youth athletes;
- Directing grants to service providers and businesses owned/operated by Indigenous, Black and equity-seeking communities.

The table below summarizes additional areas of opportunity identified by City of Toronto stakeholders and partners. The material is organized by City divisional units to facilitate the tracking of interest and responsibilities across the City of Toronto to leverage the games for the advancement of equity and

human rights. Under the name of each City divisional unit, there is a brief description of the communities they usually serve.

Table 4: Opportunities to Advance Human Rights and Equity

Indigenous Affairs Office (IAO)		
Communities: Indigenous Peoples		
Areas of Opportunity	Opportunities Recommended	How hosting the games can be a catalyst
Enhance Indigenous Placemaking	<ul style="list-style-type: none"> • Embedding a strong Indigenous component in the cultural activities could raise the profile of Indigenous arts. • Indigenous placemaking could create new gathering and ceremonial spaces. 	<ul style="list-style-type: none"> • Invite Indigenous Peoples to co-develop placemaking initiatives with the City from the start to ensure "nothing about us without us." • Provide opportunities for cultural events at FIFA Fan Fest™ and games venues. • Designate and celebrate Indigenous history and stories in relation to the land. • Indigenous History Month is celebrated in June of each year, with June 21 being National Indigenous Peoples Day. This provides the City with the opportunity to leverage Indigenous celebrations as part of the FIFA World Cup 2026™ games in June 2026. • Link the hosting of the games with promoting Indigenous rights, including advancing rights as identified by the UN Declaration on the Rights of Indigenous Peoples (UNDRIP). • Connect the games to Indigenous culture, language and sport, for example, by: <ul style="list-style-type: none"> - Acknowledging land at the beginning of each day. - Hosting Elders in Residence to support the preparations for games. - Providing Indigenous names for monuments, streets and communities. - Showcasing the story of Indigenous athletes in the history of the City of Toronto

Strategic Protocol & External Relations, City Clerk's Office (Clerks)

Communities: Women, Persons with Low Income, Indigenous Peoples, Immigrants, Refugees and Undocumented Individuals, LGBTQ2S+, Persons with Disabilities, Racialized Group(s), Racialized Group (Black), Vulnerable Seniors, Vulnerable Youth, Children

Areas of Opportunity	Opportunities Recommended	How hosting the games can be a catalyst
Promote Civic Engagement and Sense of Pride for All Residents	<ul style="list-style-type: none"> Engaging people from identified vulnerable communities with employment and volunteering to assist them with future endeavours. Implementing a scholarship program for youth, with specific focus on Indigenous, Black and racialized communities. Re-naming of a field/asset after local talent/volunteer/promoter (someone who has advanced the sport) from the Indigenous, Black and racialized communities. 	<ul style="list-style-type: none"> Create a precedent for meaningful engagement from planning through to implementation of Indigenous, Black and equity-seeking groups that can be applied to future large-scale events involving the City of Toronto.

Poverty Reduction Strategy Office, Social Development, Finance and Administration (SDFA)

Communities: Women, Persons with Low Income, Indigenous Peoples, Immigrants, Refugees and Undocumented Individuals, LGBTQ2S+, Persons with Disabilities, Racialized Group(s), Racialized Group (Black)

Areas of Opportunity	Opportunities Recommended	How hosting the games can be a catalyst
Commit to inclusive Outreach and Engagement	<ul style="list-style-type: none"> Establishing sustainable models of community collaboration, continuous engagement with residents, rather than traditional consultation models. 	<ul style="list-style-type: none"> Invite stakeholders and partners to co-develop initiatives with the City from early in the planning process to ensure "nothing about us without us."
Support Social Purpose and Not-for-profit Community Agencies	<ul style="list-style-type: none"> Incubating social enterprises, community co-ops, etc. that can supply the event and create local economies. 	<ul style="list-style-type: none"> Intentionally engage social-purpose enterprises and not-for-profit agencies as suppliers for the games through programs like Toronto's Social Procurement Program.

Purchasing and Materials Management Division (PMMD)

Communities: Women, Indigenous Peoples, Immigrants, Refugees and Undocumented Individuals, LGBTQ2S+, Persons with Disabilities, Racialized Group(s), Racialized Group (Black), Vulnerable Seniors, Vulnerable Youth, Children

Areas of Opportunity	Opportunities Recommended	How hosting the games can be a catalyst
Scale up Social Procurement	<ul style="list-style-type: none"> Having Indigenous, Black or other equity-seeking communities being involved through either being part of the supply chain or hiring of those groups, with measurable targets for participation. 	<ul style="list-style-type: none"> Leverage the City's Social Procurement Program and AnchorTO for the games.

Toronto Newcomer Office, Social Development Finance & Administration (SDFA)

Communities: Immigrants, Refugees and Undocumented Individuals

Areas of Opportunity	Opportunities Recommended	How hosting the games can be a catalyst
Set a positive example for other municipalities on how to address human rights concerns	<ul style="list-style-type: none"> Creating opportunities for international students to gain Canadian employment experience; and 	<ul style="list-style-type: none"> Engage in intergovernmental tables to strategize and identify how to better support new immigrants, refugees and undocumented residents.
Be a more welcoming city	<ul style="list-style-type: none"> Providing access to Canadian employment experience will give newcomers more points towards gaining permanent resident status. 	<ul style="list-style-type: none"> Promote employment opportunities to International Students and other newcomers. Incorporate the City's annual Newcomer Day as a component of FIFA Fan Fest™.

People & Equity (P&E)

Communities: Women, Persons with Low Income, Indigenous Peoples, Immigrants, Refugees and Undocumented Individuals, LGBTQ2S+, Persons with Disabilities, Racialized Group(s), Racialized Group (Black), Vulnerable Seniors, Vulnerable Youth, Children

Areas of Opportunity	Opportunities Recommended	How hosting the games can be a catalyst
Embed accessibility into all aspects of the games	<ul style="list-style-type: none"> Prioritizing and showcasing planning and services for people with disabilities for a global event like FIFA World Cup 2026™ would help to promote and normalize such features in all aspects of life for all Torontonians. 	<ul style="list-style-type: none"> Create a precedent for meaningful engagement (from planning through to implementation) of equity-seeking groups that can be applied to future large-scale events involving the City of Toronto.
Commit to inclusive outreach and engagement		
Provide skill development / knowledge acquisitions	<ul style="list-style-type: none"> Additional transportation planning, i.e., if surge demands are anticipated for public transit, taking steps to ensure 	<ul style="list-style-type: none"> Provide opportunities for equity-seeking groups through employment, contracts with the City (e.g. utilizing Indigenous owned businesses etc.), cultural

<p>Build community capacity to engage</p> <p>Increase social inclusion/capital</p>	<p>people with disabilities can still access these services or offering supplementary services that prioritize people with disabilities.</p> <ul style="list-style-type: none"> • Ensuring there are intentional efforts to recruit volunteers from marginalized communities such as low income/ newcomers to support the event while building skills that can be transferred into future employment. • Ensuring a child-friendly lens is applied in all areas of planning. • Building relationships and trust with community organizations. • Adopting an equitable development model for urban planning, which ensures that all city residents have a chance to benefit, highlighting untold stories, celebrating diversity and amplifying community voices. 	<p>events (e.g. hiring of artists and performers that reflect the diversity of Toronto).</p> <ul style="list-style-type: none"> • Create greater awareness of the City's human rights policies and mechanisms to raise human rights concerns both in the city and abroad.
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V. Description of Planned Measures to Address Risks and Capitalize on Opportunities

Part V addresses Questions 4, 5 and 6 of the *Template for FIFA World Cup 2026™ Candidate Host City Human Rights Stakeholder Engagement Report*.

6. Planned Measures to Address Risks

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

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

To ensure that meaningful measures are planned to address the risk areas identified to date and during the ongoing planning process, further and broader engagement with stakeholders and partners will begin in 2022 as described in Part VI of this report. The City of Toronto aims to co-design and co-develop such measures in ways that reflect how communities prefer to be engaged and to express themselves based on their lived experience. Milestones and timelines for each of the planned measures will also be developed in partnership with organizations and communities. General time frames, goals for each of the anticipated phases, and guiding principles are defined in Part VI of this report, along with a list of stakeholders and partners to be engaged if Toronto becomes a host city for the FIFA World Cup 2026™.

Being a hyper-diverse city, the City of Toronto, is, at its core, committed to advancing equity, inclusion, and diversity and aims to ensure that programs, services and policies reflect Toronto's communities. In this sense, a number of measures that align with mitigating risk areas identified in Section 4 of this report are already under development. For instance, increased policing was identified as a risk area given potential harassment and security concerns – this was also identified in the Ergon Report. The City of Toronto, however, has recently adopted [36 decisions](#) related to policing reform, which will be implemented through robust consultation with Toronto's residents and the creation of an Accountability Table – the table will convene Indigenous, Black and racialized leaders, mental health and addictions experts, advocates for the homeless and representatives from other equity-seeking groups.

Presently, security and safety concerns regarding major events initiatives are led by the Toronto Police Services Event Management and Public Order (EMPO) unit and advised by the City's Office of Emergency Management, with an emergency response system coordinated with event organizers, emergency services, and other relevant City divisions. The recent decision to identify and take action on changes to policing will be important to mitigate the risks identified in Section 4, and reflect the City's commitment to reconciliation and to fighting all types of discrimination. It recognizes that systemic discrimination deeply impacts opportunities of members of Indigenous, Black and racialized communities. In this sense, part of the engagement process will explore community-based crisis response models that do not

require the presence of the intervention of the police. This includes alternatives to police response for low-level disputes between community members, for mental health crises and other situations.

As many City of Toronto divisions and units will be involved to support the FIFA World Cup 2026™ in a complementary capacity, they have identified how they can embed FIFA World Cup 2026™ in their equity-advancing initiatives and/or planned work that will assist in the prevention and mitigation of risks and of adverse impacts concerning human rights and equity overall. Please note that such measures, outlined below, are in addition to the comprehensive existing protections provided in Section 4, and are categorized by City of Toronto division and/or unit.

Table 5: City of Toronto - Planned Measures to Mitigate Risk

Indigenous Affairs Office (IAO)

- Increased supply of Indigenous-supportive housing prior to 2026 as part of the [HousingTO 2020-2030 Action Plan](#).
- Construction of a spirit garden honouring residential school survivors in Nathan Phillips Square and Indigenous exhibits at the planned City of Toronto museum to be completed by 2026.

People & Equity (P&E)

- Toronto City Council approved the establishment of a [Gender Equity Unit](#) within the People and Equity Division to lead the development of a gender equity strategy that will advance an intersectional gender-based lens into City programs and services, and internal workforce initiatives.
- The City of Toronto is currently implementing its [Multi-Year Accessibility Plan \(2020-2025\)](#). One of its priorities is to ensure that accessibility criteria be key requirements of the procurement process when acquiring or purchasing goods, services and/or facilities. Provisions for vendor accessible customer service training requirements for all City procurement contract are also part of the City five-year plan.
- Also, as part of its [Multi-Year Accessibility Plan \(2020-2025\)](#), the City of Toronto will continue to include a declaration of compliance with Anti-Harassment / Discrimination Legislation for all City procurement contracts.

Strategic Protocol & External Relations, City Clerk's Office (Clerks)

The following are activities that may be planned in support of FIFA World Cup 2026™ to advance human rights, equity and inclusion:

- Courtesy calls and/or official visits with Mayor/Members of Council and with visitors from international countries.
- Meetings with representatives of Toronto's Diplomatic Corps with visiting dignitaries that may be arranged before or during the tournament.
- Study tours, which may be facilitated in advance, and/or post tournament to discuss specific topics related to human rights awareness and education. These could feature Indigenous monuments, arts, culture, language, and ceremonial spaces, facilitated by Indigenous Peoples.

Poverty Reduction Strategy Office, Social Development, Finance and Administration (SDFA)

Measures planned as part of the implementation of the City of Toronto Poverty Reduction Strategy:

- Develop an inventory of community-owned and needed spaces - an inventory of space for community programming, leveraging initial work to catalogue through the COVID response.
- Identify opportunities to integrate social and health care supports for vulnerable residents through the Social Medicine Initiative partnership - University Health Network, United Way of Greater Toronto and the City of Toronto are exploring ways to better connect vulnerable residents with community and health care services to reduce repeat emergency room visits. An investment in community services stemming from the event could support this project.
- Improve the efficiency and effectiveness of youth service delivery through the Youth Outcomes Framework - This event would likely have significant associated programming for youth.
- Expand the use of social procurement practices across the City.
 - (a) The City's AnchorTO Network and vendor portal can also be leveraged to support procurement from Black, Indigenous, diverse and social impact suppliers.
 - (b) The event team can also help these suppliers by developing a brief on what kinds of contracts for goods and services may be tendered.
- Recruit and establish the second cohort of the Lived Experience Advisory Group.

Purchasing and Materials Management Division (PMMD)

Continue to implement the:

- [Social Procurement Program](#)
- [Community Benefits Framework](#)

Toronto Newcomer Office, Social Development Finance & Administration (SDFA)

The following reflects how discussions about the FIFA World Cup 2026™ can be embedded in Toronto Newcomer Office planned activities:

- Organize Toronto Newcomer Day, an annual event held in late May that welcomes newcomers to Toronto and celebrates their contributions to the city. This event supports human rights, equity, and inclusion and can be utilized to promote the FIFA World Cup 2026™ to newcomers.
 - Continue to work with the four-quadrant Local Immigration Partnerships in Toronto. Engagement opportunities for newcomers can also be shared through this network.
 - The Canada-Ontario-Toronto MoU Steering Committee on Immigration engages intergovernmental partners to discuss immigration-related issues and concerns. The Steering Committee MOU meets regularly and can be utilized to discuss the impact of the FIFA World Cup 2026™ as it relates to newcomers.
 - As an internal table established with the objective of improving access to City services for undocumented Torontonians, the Access TO workgroup can be leveraged to share City's plans related to the FIFA World Cup 2026™.
 - In collaboration with the UNHCR and a number of community agencies, commemorate World Refugee Day. The event is held on June 20 and takes place at Nathan Phillips Square in partnership with the City of Toronto.
-

Economic Development & Culture (EDC)

- [‘We’ve Been Expecting You \(WBEY\)’](#), a program focused on hospitality and tourism can be leveraged to reflect the FIFA World Cup 2026™. The program is developed in partnership with the Province of Ontario and Destination Toronto, and promotes a culture of hospitality excellence throughout the city so that visitors feel welcomed, informed and well-treated while in Toronto. Free training is offered to members of the hospitality, tourism and service industries.
- Customize event management plans with the equity lens and in consultation with FIFA, the Canadian Soccer Association, and local communities. Standard practice for City-produced events includes robust Incident Management Planning rooted in IMS-300 (Incident Management System) methodology including specific focus on crowd management. This includes integration of staffing, security and emergency service resources to support real time, tiered response to incident development at or in proximity to the event site.

7. Pathways for Raising Concerns

Question 5: Please provide an overview on where and how persons who may be adversely affected with respect to the different risk areas identified may raise concerns with relevant entities and get remedy for impacts they may have suffered.

The City of Toronto acknowledges that not only is it important to mitigate human rights risks and leverage opportunities to advance inclusion and equity through mounting events like the FIFA World Cup 2026™, but it is also vitally important to provide multiple pathways for individuals and groups to raise concerns before, during and after the event. Principles of effective complaint handling include: Customer focus; Visibility; Accessibility; Responsiveness; Objectivity and fairness; Confidentiality; Remedy; Review; Accountability; and Continuous improvement. These ten principles form the three stages of complaint handling:

- **Enables complaints to be made** – a customer focused system, that is visible and accessible, with a demonstrated commitment from the organisation’s management;
- **Responds promptly and effectively to complaints** – complaints are handled objectively and fairly with appropriate confidentiality, remedies are provided where complaints are upheld and there is a system for review for finalised complaints; and
- **Provides for accountability and learning** – there are clearly established accountabilities for complaint handling and continuous improvement opportunities are identified and implemented, as appropriate.¹²

The City of Toronto, other orders of government and other agencies and organizations in the Toronto region provide a number of ways persons who may be adversely affected by the identified risks can raise concerns:

- City of Toronto's [311 Service](#) via telephone and internet – 311 provides residents, businesses and visitors with easy access to non-emergency City services, programs and information 24 hours a day, seven days a week and offers assistance in more than 180 languages.
- City of Toronto's [Twitter](#) and [Facebook](#) accounts – the City's social media accounts provide a forum for public input and complaints.
- City of Toronto's Divisional [Complaints Handling Procedure](#) – The corporate complaints handling procedure describes how the City of Toronto manages complaints and compliments efficiently, fairly, effectively and uniformly across all City divisions.
- The City of Toronto's [Human Rights Office](#) – The City of Toronto’s Human Rights Office provides advice, information and assistance regarding human rights and accommodation issues involving City of Toronto employment, job applications, services, facilities, housing and contracts. The City’s Human Rights Office also advises City employees on workplace harassment concerns. The office also receives human rights complaints ([form](#)) directly from residents, service recipients

¹² The principles of effective complaint handling, Ombudsman of Western Australia, November 2010, accessed March 1, 2021, <https://www.ombudsman.wa.gov.au/Publications/Documents/guidelines/The-principles-of-effective-complaint-handling.pdf>.

and City of Toronto employees pursuant to the City's Human Rights and Anti-Discrimination/Harassment Policy (HRAP) and HRAP Complaint Procedures.

- The [Human Rights Tribunal of Ontario](#) (HRT) – For human rights complaints involving a non-City employer or business, the HRT has provincial jurisdiction over the City of Toronto, Ontario venues, businesses, etc.
- [Toronto Police](#) – for reports of hate activity and hate crimes.
- [Human Rights Legal Support Centre](#) – While the Centre does not directly hear complaints, members of the public may be able to access free legal advice on human rights concerns, including advice and information on applications to the HRT.
- [Canadian Human Rights Commission](#) – for human rights complaints regarding employment that is within federal jurisdiction, for example, discriminatory treatment by a bank or telecommunications company.
- Elected Officials Offices ([City of Toronto](#), [Province of Ontario](#), [Government of Canada](#)) – all three orders of government provide easy access to elected officials in any particular geographic area where residents can initiate complaints.
- City of Toronto's four [Accountability Officers](#) – The City of Toronto has four accountability officers that help ensure local government remains open and transparent.
 - [Auditor General](#)
The Auditor General assists City Council in holding itself and staff accountable to taxpayers of the City of Toronto. This includes reviews of City services and how public funds are used.
 - [Integrity Commissioner](#)
The Integrity Commissioner oversees the conduct and ethical behaviour of City Councillors and Members of local boards.
 - [Lobbyist Registrar](#)
The Lobbyist Registrar ensures the public disclosure of lobbying activities and oversees the regulation of lobbyists' conduct.
 - [Ombudsman Toronto](#)
Ombudsman Toronto listens to and investigates complaints and concerns about City administration and unfairness in the delivery of City services.
- [Ombudsman Ontario](#) – The Ontario Ombudsman promotes fairness, accountability and transparency in the public sector by investigating public complaints and systemic issues within his/her jurisdiction.
- City of Toronto Resident Advisory Groups including:
 - City of Toronto's [Lived Experience Advisory Group – Poverty Reduction Strategy](#) – The Poverty Reduction Strategy's Lived Experience Advisory Group (LEAG) uses their personal lived experience with the realities, conditions and impacts of living with poverty to inform the effective development, implementation, and monitoring of the City's Poverty Reduction Strategy.
 - [Anti-Black Racism Partnership & Accountability Circle](#) – As part of the Toronto Action Plan to Confront Anti-Black Racism, the City will be engaging with 12 Black Torontonians (African descent or origin, African Black Caribbean, African-Canadian, Canadians of African descent) as part of the Partnership & Accountability Circle to guide and support the full implementation of the Toronto Action Plan to Confront Anti-Black Racism.

- City of Toronto's Advisory Committees, in particular:
 - [Aboriginal Affairs Advisory Committee](#) – The City receives Indigenous focused advice and recommendations through the Aboriginal Affairs Committee (AAC), an advisory body to City Council. Members are made up of Executive Directors and/or Designates from the organizations and institutions in Toronto serving Toronto's Indigenous communities.
 - [Confronting Anti-Black Racism Advisory Committee](#) – the Confronting Anti-Black Racism Council Advisory Committee was established by Toronto City Council in September 2020 and provides advice to Council to support efforts to recognize and celebrate the contributions of Black Torontonians as part of the City's contributions; support efforts for positive outcomes for Black Torontonians in areas of child-welfare, housing, healthcare, employment and entrepreneurship and education; and support efforts to promote equitable outcomes for Black Torontonians on issues relating to policing and the criminal justice system.
 - [Lesbian, Gay, Bisexual, Transgender, Queer and Two-Spirit Advisory Committee](#) – Established in late 2019 by Toronto City Council, the Lesbian, Gay, Bisexual, Transgender, Queer and Two-Spirit (LGBTQ2S+) Council Advisory Committee is to provide policy advice: To ensure the interests and needs of the diverse LGBTQ2S+ communities are reflected in City programs and service delivery; On strategies aimed at elimination of barriers faced by LGBTQ2S+ communities when accessing City programs and services; and On emerging issues and trends of significance to the LGBTQ2S+ communities as it relates to the City services and programs.
 - [Toronto Youth Cabinet](#) – Established in 1998 by Toronto City Council, the Toronto Youth Cabinet is the official youth advisory body to the city. The cabinet is a youth-led organization that promotes youth participation in municipal affairs and policy development.
 - [Toronto Accessibility Advisory Committee](#) – Under the Ontarians with Disabilities Act, every municipality of 10,000 people or more must have an Accessibility Advisory Committee. The Toronto Accessibility Advisory Committee fulfills this requirement for the City.

8. Planned Measures to Build Positive Human Rights Legacy

Question 6: Please provide a list of planned measures the host city commits to implement to build on opportunities for a positive human rights legacy in each of the areas of opportunity identified under point 3, including for each area of opportunity:

- The specific measures planned by the host city
- Whether and how the host city plans to work with external stakeholders in developing and delivering the measures

Based on the opportunities identified in Part IV, Section 4, the table below provides a preliminary list of possible measures to build a positive human rights legacy. As a core principle of the City of Toronto's Stakeholder and Partner Engagement Strategy is collaboration and co-design, these measures will be co-developed and as such may well change depending on the needs identified through the co-development process. Further information about the co-development process is outlined in Section VI.

The measures listed below are just some of the initiatives the City of Toronto is already working towards that relate to the areas of opportunity outlined in Table 4 (Opportunities to Advance Human Rights and Equity). Other measures can be found in Table 3 (Risk Areas and Existing Tools to Address Them) in Part IV above and in Appendix A (City of Toronto Relevant Strategies, Advisory Bodies and Plans).

Table 6: Planned Measures to Advance Human Rights and Equity

Areas of Opportunity	Selected Planned Measures Already Underway at the City of Toronto	Stakeholders and Partners to be Engaged
<ul style="list-style-type: none"> Enhance Indigenous Placemaking 	<ul style="list-style-type: none"> Increased supply of Indigenous-supportive housing prior to 2026 as part of the HousingTO 2020-2030 Action Plan. Construction of a spirit garden honouring residential school survivors in Nathan Phillips Square and Indigenous exhibits at the planned City of Toronto museum to be completed by 2026. Progress on the City's response to the Truth and Reconciliation Calls for Action are tracked by the IAO. This provides the City with an opportunity to track Indigenous placemaking progress achieved through the games and report the progress to City Council. Continue to refer to Indigenous Peoples not as stakeholders but as rights holders to help reframe the conversation. 	<ul style="list-style-type: none"> Indigenous Affairs Office (City) Co-development with Indigenous community groups and agencies (see Table 8)

Areas of Opportunity	Selected Planned Measures Already Underway at the City of Toronto	Stakeholders and Partners to be Engaged
<ul style="list-style-type: none"> Promote Civic Engagement and Sense of Pride for All Residents 	<ul style="list-style-type: none"> Courtesy calls and/or official visits with Mayor/Members of Council and with visitors from international countries. Meetings with representatives of Toronto's Diplomatic Corps with visiting dignitaries that may be arranged before or during the tournament. Study tours, which may be facilitated in advance, and/or post tournament to discuss specific topics related to human rights awareness and education. 	<ul style="list-style-type: none"> City Clerk's Office (City) with the Mayor's Office, the Councillors' offices, and other City divisions
<ul style="list-style-type: none"> Commit to inclusive outreach and engagement 	<ul style="list-style-type: none"> Ongoing Toronto For All campaign, a public education initiative and set of public campaigns to generate dialogue among Toronto residents in order to create a city that says "no" to all forms of discrimination and racism. Ongoing engagement with the For Public Benefits Network and the Toronto Aboriginal Support Services Council (TASSC). 	<ul style="list-style-type: none"> SDFA (City) Co-development with community groups and agencies (see Table 8)
<ul style="list-style-type: none"> Support social purpose and not-for-profit community agencies Build community capacity to engage 	<ul style="list-style-type: none"> Pilot collaborative models between the City, anchor institutions and the For Public Benefit sector. 	<ul style="list-style-type: none"> SDFA (City) Co-development with community groups and agencies (see Table 8)
<ul style="list-style-type: none"> Scale up Social Procurement Provide skill development/ knowledge acquisitions 	<ul style="list-style-type: none"> Continue implementation of the Social Procurement Program and the Community Benefits Framework. 	<ul style="list-style-type: none"> SDFA and PMMD (City) Co-development with community groups and agencies (see Table 8)
<ul style="list-style-type: none"> Set a positive example for other municipalities on how to address human rights 	<ul style="list-style-type: none"> Organize Toronto Newcomer Day. Continue to work with the four-quadrant Local Immigration Partnerships (LIPs) in Toronto. 	<ul style="list-style-type: none"> Toronto Newcomer Office (City) Four-quadrant LIPs

Areas of Opportunity	Selected Planned Measures Already Underway at the City of Toronto	Stakeholders and Partners to be Engaged
<p>concerns related to immigrants and newcomers</p> <ul style="list-style-type: none"> • Be a more welcoming city 	<ul style="list-style-type: none"> • Participate in the Canada-Ontario-Toronto MoU Steering Committee on Immigration. • Continue to lead the Access TO work group. • In collaboration with the UNHCR and a number of community agencies commemorate World Refugee Day. 	<ul style="list-style-type: none"> • Newcomer Leadership Table (NLT) • Co-development with community groups and agencies (see Table 8)
<ul style="list-style-type: none"> • Embed accessibility into all aspects of the games 	<ul style="list-style-type: none"> • Continue to implement the Multi-Year Accessibility Plan (MYAP) 2020-2024 to provide an accessible environment in which people with disabilities can access the City's goods, services and facilities, public spaces, information and communications, and employment opportunities, in a way that meets their individual needs. 	<ul style="list-style-type: none"> • Accessibility Unit, People and Equity (City) • Accessibility Advisory Committee • Co-development with community groups and agencies (see Table 8)
<ul style="list-style-type: none"> • Increase social inclusion/capital 	<ul style="list-style-type: none"> • Continue to implement the Toronto Action Plan to Confront Anti-Black Racism as well as addressing Council's commitment to address the calls for action from the Truth and Reconciliation Commission, including actions to advance: <ul style="list-style-type: none"> ▪ Recruitment, hiring, promotion and training at the City ▪ Meaningful, sustained investments in Black and Indigenous youth mentorship and employment ▪ Consistent investment in critical Black-led community services ▪ Transformative policy development using an anti-Black racism analysis and an anti-systemic racism analysis. 	<ul style="list-style-type: none"> • Confronting Anti-Black Racism Unit, SDFA (City) • Indigenous Affairs Office (City) • Co-development with community groups and agencies (see Table 8)

8.1 Integrating a Child-friendly Lens

The City of Toronto is committed to considering positive and negative impacts on children prior to and during the tournament and to exploring how to ensure that the FIFA World Cup 2026™ leads to positive legacies for children in Toronto. Two of the City's divisions, Children's Services and Toronto Public Health, have collaborated to form *Child Friendly TO*. Their focus is to work together with City of Toronto Divisions to increase the role and voice of children in municipal affairs and promote the rights of children across Toronto. As part of their work, a Child Engagement Toolkit was developed to help guide engagement with children. The toolkit includes best practices for child engagement, planning and evaluation, engagement activities, resources and consent/assent forms and will be used to inform a child engagement implementation plan should Toronto become a host city.

In addition to the Child Engagement Toolkit, Toronto Public Health has a Child Friendly Policy Assessment Tool (currently being reviewed to improve users' experience). The tool allows staff to identify and assess potential impacts policies or projects may have on children's health and well-being and to identify what segments of the child population of children may be affected (i.e. Indigenous, etc.). Potential impacts are assessed for all determinants of health as recommended by the Public Health Agency of Canada (2017), which are as follows:

- Income and Social Status
- Social Support Networks
- Education and Literacy
- Employment/Working Conditions
- Social Environments
- Physical Environments
- Personal Health Practices and Coping Skills
- Healthy Child Development
- Biology and Genetic Endowment
- Health Services
- Gender
- Culture

The Child Friendly Policy Assessment Tool will help ensure that a child-friendly lens has been applied, and will categorize the potential impact on each determinant of health as positive, neutral, negative, not enough information, and not available. Findings can then be summarized as "less important", "important", and "very important" in order to determine what should be prioritized in terms of positive and/or negative impacts to be addressed.

Should Toronto become a host city for the FIFA World Cup 2026™, the Child Focused Questions for Inclusion in United 2026 Human Rights Scorecard (developed by the Centre for Sport and Human Rights) will be used to measure progress before, during and after the event. The City of Toronto will engage children while making use both of the Child Engagement Toolkit and of the updated version of the Child Friendly Policy Assessment Tool throughout the lifecycle of the tournament. By ensuring that these resources are meaningfully used, a positive legacy from FIFA World Cup 2026™ in Toronto will be for the City to be better equipped to pursue the UNICEF Child Friendly designation, an initiative that helps advance the rights of children at the local level using the United Nations Convention on the Rights of the Child as its foundation.

VI. Stakeholder and Partner Engagement Plan

Part VI addresses Question 7 of the *Template for FIFA World Cup 2026™ Candidate Host City human rights stakeholder engagement report*.

9. Stakeholder and Partner Engagement Plan

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

The engagement with stakeholders to date has revealed important issues, recommendations, and potential positive legacies related to equity and human rights for the FIFA World Cup 2026™. These – outlined in Part III and IV of this report – will serve as the foundation for broader engagement with stakeholders and partners during the preparation and delivery of the tournament. The plan outlined in this section has been discussed with and is supported by stakeholders and partners engaged as a part of recent city initiatives and for the development of this report. It embeds their recommendations, considering their expertise and lived experience. Through the plan below, the City of Toronto expects to support FIFA in its human rights efforts and promote inclusive World Cup games and fan events that recognize and reflect Toronto's diversity.

Based on considerations made in the Ergon Associates' Toronto-specific report and on input provided by stakeholders for the preparation of this report, this plan outlines: 1. Key elements and guiding principles, 2. Timeline, and 3. City of Toronto advisory tables and external organizations to be engaged in the preparation and delivery of the tournament.

9.1 Key Elements and Guiding Principles

The Economic Development & Culture (EDC) Division, the designated lead for the FIFA World Cup 2026™ to date, is committed to fostering inclusion and equity in all its activities, and the Stakeholder and Engagement Strategy created as part of its Equity Plan provides essential equitable and inclusive engagement practices in the context of Toronto. In this sense, the best practices below, identified for successful community engagement initiatives, will be considered:

1. Focus on relationship-building
2. Consult early and often
3. Go where people are
4. Consistently involve community leaders
5. Avoid overreliance on specific organizations and individuals
6. Recognize skepticism and acknowledge painful historical legacies
7. Equip those facilitating engagement with cultural competency
8. Consider lived experience an asset

In addition, drawing on lessons learned from other major sports events worldwide and in Toronto, the first step to be pursued once the Host City selection process has been finalized, is to create an inter-divisional project team to manage all aspects of planning related to the FIFA World Cup 2026™. To ensure that human rights is an integral part in the planning, preparation and delivery of the tournament, a human rights working group will lead stakeholder and partner engagement, which will rely on co-design and co-development practices. In alignment with FIFA's vision on human rights priorities and efforts, such practices will help ensure inclusive, equitable, and meaningful processes, outcomes and human right legacies for Toronto's diverse communities.

In the context of the FIFA World Cup 2026™, co-development aspects will ensure that the City of Toronto and residents/organizations work together to identify key challenges in the arena of human rights, and for mutually agreed solutions and potential positive legacies to be adopted. To ensure that that these successfully occur, the City of Toronto will also invite stakeholders and partners to co-design terms of reference when applicable (jointly determining key elements of engagement sessions: purpose, scope, frequency and engagement methods), and to determine optimal forms of engagement that consider how/when communities prefer to express themselves based on their lived experience (as Indigenous, youth, newcomers, etc.).

Co-designing and co-developing the stakeholder and partner engagement process will create more meaningful human rights outcomes, and guiding principles will be developed in partnership. Nonetheless, as a starting point for the creation of a 2026 World Cup Working Group on Human Rights, the following will serve as interim guiding principles for the City of Toronto:

- Ensure equitable opportunities to participate
- Actively listen to stakeholders and partners
- Use inclusive language and practices that promote diversity
- Commit to reconciliation and recognize the right to self-determination

As part of its responsibilities, the 2026 World Cup Working Group on Human Rights will assess priority needs, and leverage and develop resources focused on anti-harassment and discrimination. This will include leveraging existing mechanisms such as the extensive pathways to report human rights complaints presented in this report in Parts IV and V, and the existing Accessibility for Ontarians with Disability Act training that is mandatory to City staff as appropriate to the person's role. The working group will assess the need for additional accessibility and overall equity-advancing measures based on operational details as they develop and create new training programs to ensure not only an inclusive FIFA World Cup 2026™, but equitable stakeholder and partner engagement. This process will ensure that all City and tournament staff are equipped to support equity and accessibility as relevant to a hosting a major event.

The engagement process will consist of multiple public and consultation meetings, encouraging remote participation through virtual sessions and holding in-public meetings and gatherings if feasible. In addition, a mix of methods – as identified with stakeholders and partners – will be used to ensure that:

- a. they sustain the interest of participants over the duration of the preparation and delivery of the tournament, and;

- b. they reflect how to best engage and understand residents' lived experience, varying according with the community and to include non-traditional and inclusive forms of engagement – these may include pop-ups in community spaces, story-telling, and interactive workshops.

The combination of methods will ensure that diversity is reflected not only in organizations and communities engaged, but also in processes undertaken to form partnerships with them. Special attention will be given to gender-based violence and to the safety of children, ensuring that children and youth are included in the process of consulting stakeholders and partners. To this end, the soon-to-be-created City of Toronto Gender Equity Office, the Youth Office in the Social Development, Finance & Administration Division and the Children's Services Division will provide guidance on how to approach and embed intersectional voices with a focus on safety, access, and meaningful participation in the FIFA World Cup 2026™.

9.2 Timeline

A detailed timeline will be developed once the human rights working group is formed. The table below outlines a year-long workflow in three phases that will drive forward the stakeholder and partnership engagement process, based on co-design and co-development considerations presented in section 9.1 of this report:

Table 7: General Timeline for Stakeholder & Partnership Engagement Phases

10-20 to 06-21	Pre-Launch Establishing the team <i>Goals:</i> <ul style="list-style-type: none"> Bring together a team to research, engage, document and report out on Toronto's approach to identifying human rights risks and opportunities for a positive human rights legacy related to FIFA World Cup 2026™ preparation and delivery.
01-22 to 06-22	I. Partnership Launch: Getting on the same page and establishing an authentic partnership <i>Goals:</i> <ul style="list-style-type: none"> Present relevant aspects concerning FIFA World Cup 2026™ preparation and delivery in Toronto. Establish vision, guiding principles, framework, scope, and expectations. Build relationships with organizations and communities, and co-design vision and guiding principles. Co-design key aspects for terms of reference and co-develop engagement methods.
04-22 to 08-22	II. Men's 2026 World Cup Preparation and Delivery: Planning and designing solutions <i>Goals:</i> <ul style="list-style-type: none"> Collaboratively explore and assess key risks and co-develop risk response. Co-develop recommendations for potential positive human rights legacy.
08-22 to 12-22	III. City of Toronto Report-back: Taking it to Council <i>Goals:</i> <ul style="list-style-type: none"> Report back and confirm and/or adjust what the City of Toronto heard in terms of: vision, guiding principles, key issues, solutions and opportunities for legacies. Where appropriate, engage in co-creation sessions with Indigenous and other communities for the planning and implementation phases. Draft/deliver Stakeholder and Partner Report documenting: <ul style="list-style-type: none"> Engagement process, methods and organizations All key aspects of Phase II, Overview of next steps concerning opportunities for legacies, Lessons learned on human rights and major sports events.

9.3 Stakeholders and Partners: City of Toronto Advisory Tables and External Organizations

Throughout the engagement sessions outlined in Part III of this report, external organizations and City of Toronto advisory and partnership tables that convene leaders and key actors with expertise and/or lived experience have been recommended as participants for further engagement. This section provides an overview of such tables and organizations – engagement will not be limited to these, and other participants will be identified and invited to participate to ensure that voices that reflect the City's diversity are heard and embedded.

The following are City of Toronto tables made of Toronto residents and/or that convene staff from three orders of government and relevant external organizations. As recommended by stakeholders and partners, these will be explored as platforms for discussions on issues specific to Indigenous, Black, and equity-seeking communities in Toronto (the vision/mandate on each can be seen in Appendix A):

For issues pertaining to newcomers, immigrants, undocumented individuals and refugees:

- Newcomer Leadership Table
- Local Immigration Partnerships in Toronto (LIPs):
 - [Toronto South Local Immigration Partnership](#)
 - [Toronto East Quadrant Local Immigration Partnership](#)
 - [Toronto North Local Immigration](#)
 - [Toronto West Local Immigration Partnership](#)

For issues pertaining to individuals with low income and/or experiencing homelessness and/or poverty:

- [The Poverty Reduction Strategy Lived Experience Advisory Group](#)

For issues pertaining to Black businesses:

- Economic Development & Culture Program Advisory Committee

For issues pertaining to Black communities in general:

- [Confronting Anti-Black Racism Partnership Accountability Circle](#)

The following are organizations external to the City of Toronto and recommended by stakeholders for future engagement. Their involvement will represent more opportunities to further embed Indigenous and immigrant voices in addition to ensuring that special attention is provided to those experiencing homelessness and/or poverty and alignment with other orders of government:

- [Atkinson Foundation](#)
- [Global Affairs Canada](#)
- Huron Wendat Williams Treaties First Nations
- [Maytree Foundation](#)
- [Metcalf Foundation](#)
- [Mississaugas of the Credit First Nation](#)
- [Ontario Council of Agencies Serving Immigrants \(OCASI\)](#)
- Refugee Houses (communication through Toronto Newcomer Office)
- [Six Nations of the Grand River](#)
- [Toronto Aboriginal Support Services Council](#)
- [Toronto Inuit Association](#)
- [Toronto York Region Metis Council](#)

- [United Nations High Commissioner of Refugees](#)
- [United Way of Greater Toronto](#)
- [Variety Village](#)

There will be special attention dedicated to the risks related to human trafficking, in particular in procurement supply chains and potential exploitation of migrant workers. In this sense, the City of Toronto will also engage with the Ontario Anti-Trafficking Office. Based on research, additional organizations/stakeholders to be invited to participate in engagement and partnership sessions the preparation and delivery of the tournament are outlined in Table 8 below.

Table 8: Additional Stakeholders Considered for External Stakeholder & Partner Engagement

Community	Organization
Indigenous Peoples	Toronto Council Fire Native Cultural Centre
	Native Child & Family Services
	Native Women's Resource Centre
	Ontario Federation of Indigenous Friendship Centres
	Native Canadian Centre of Toronto
	It Starts With Us
	Aboriginal Legal Services
Women	Toronto Women's City Alliance
	Collaborative Network to End Exploitation (Human Trafficking)
Immigrants and Refugees	FCJ Refugee Centre
	Ontario Council of Agencies Serving Immigrants (OCASI)
	Migrant Workers Alliance for Change (MWAC)
Black and Racialized communities	South Asian Women's Centre
	Urban Alliance on Race Relations
	Black Health Alliance
	Jamaican Canadian Association/CAFCAN
	Black Lives Matter Toronto
Children	Council of Agencies Serving South Asians (CASSA)
	Canadian Coalition for the Rights of Children
	StepStones for Youth
	Toronto Child and Family Network
People with Disabilities	Toronto District School Board and the Toronto Catholic District School Board
	ARCH Disability Law Centre
Human Rights Defenders	Ontario Agencies Supporting Individuals with Special Needs (OASIS)
	Amnesty International Canada
	Human Rights Watch Canada
	Human Rights Watch Toronto

LGBTQ2S+	The 519 Community Centre
	EGALE
	Pride Toronto
	Toronto PFlag
	Black Queer Youth at Parkdale Queen West Community Centre

Appendix A: City of Toronto Relevant Strategies, Advisory Bodies and Plans

Source: "[COVID-19: Impacts & Opportunities Report from Toronto's Office of Recovery & Rebuild](#)," City of Toronto, 2020, pp. 151-154.

Aboriginal Affairs Advisory Committee

The [Aboriginal Affairs Advisory Committee](#) provides advice to City Council on the elimination of barriers faced by Aboriginal peoples, including barriers related to City bylaws, policies, programs and service delivery. The committee also acts as a liaison with external bodies addressing barriers to the participation of Aboriginal peoples in public life, and advances the achievement of social, cultural, economic and spiritual well-being of Aboriginal peoples in Toronto.

Aboriginal Education Strategy

As part of the City's Commitments to Indigenous Peoples, City Council adopted an Aboriginal Education Strategy, which combines formal and informal learning approaches, and a needs assessment to determine who in the Toronto Public Service should be educated on Aboriginal history, and what information staff need to know about Aboriginal peoples in Toronto.

Aboriginal Employment Strategy

The [Aboriginal Employment Strategy](#), part of the City's [Talent Blueprint](#), focuses on employment practices that ensure opportunities for employment are accessible to Aboriginal people and increase the number of Aboriginal employees at all occupational levels.

Access to City Services for Undocumented Torontonians

City Council is committed to ensuring that Torontonians, regardless of immigration status, have access to City services without fear of being asked for proof of status. [Access to City Services for Undocumented Torontonians](#) (Access T.O.) aims to improve customer service to this vulnerable population by ensuring that City staff have the necessary and relevant information needed to provide effective service and protect their privacy.

Community Benefits Framework

The [Community Benefits Framework](#) utilizes City community benefits levers to create targeted hiring and training opportunities, provide economic opportunities, reduce poverty and support community priorities among Indigenous peoples and equity-seeking groups in Toronto when the City buys, builds or provides financial incentives for construction or remediation. The framework aims to bring the City's community benefits initiatives under a common umbrella to coordinate across initiatives, strengthen community engagement and begin to monitor common data outcomes through a shared tracking system.

Confronting Anti-Black Racism Action Plan

The [Toronto Action Plan to Confront Anti-Black Racism](#) is the result of a collaborative effort between the City of Toronto and Torontonians of African descent. The Action Plan includes 22 recommendations and 80 actions to address five issue areas: children and youth development; health and community services;

job and income supports; policing and the justice system; and community engagement and Black leadership.

Equity Lens and City Service Decision-making

For new, enhanced or modified initiatives, the City's Equity Lens Tool and related resources must be applied to help identify and consider inequities so that a full equity impact assessment can be made with considerations for Indigenous, Black and equity-seeking or vulnerable populations. The Equity Lens Tool supports best practices in the development and evaluation of policies, services and programs, and an Equity Impact Statement is a requirement for all reports to Council on major policies, services and programs.

Equity Responsive Budgeting

The City of Toronto incorporates [equity- and gender-based analysis](#) in the annual budget development process. All City divisions are required to report on the impact that changes in the Operating Budget could have on Indigenous people, Black and equity-seeking groups, with a particular focus on women and people with low incomes. The purpose of equity-responsive budgeting is to inform the budget discussion and decision-making process in order to advance the City's equity goals.

For Public Benefit Framework

The City of Toronto works with not-for-profit (NFP) organizations and the NFP sector to deliver hundreds of community services to residents, including but not limited to social housing, children's services, employment services and arts and cultural programming. The City also looks to the NFP sector to identify and respond to emerging community issues and to help ensure that local voices are heard by decision-makers. In these diverse ways, Toronto's NFP sector has a profound positive impact on Toronto's communities and on safeguarding local democracy. The "[For Public Benefit Framework](#)" guides how the City works with community-based NFP organizations and contains principles, commitments and 13 actions to help City agencies, corporations and divisions interact with Toronto's NFP sector more consistently, with the guidance of a clearly articulated vision.

Gender Equity Strategy

In October 2019, City Council approved the establishment of a Gender Equity Unit to lead the development of a City of [Toronto Gender Equity Strategy](#) addressing intersectional gender equity in key areas such as housing, shelter, governance, transit planning, recreation, urban planning, youth, violence against women and affordable child care, and to further integrate a more fulsome intersectional gender equity analysis within the City's annual Equity-Responsive Budgeting (Gender-Responsive Budgeting) process.

HousingTO: 2020-2030 Action Plan

[The HousingTO 2020 - 2030 Action Plan](#) is the City's blueprint for action across the full housing spectrum – from homelessness to rental and ownership housing to long-term care for seniors. This new plan sets out an aggressive housing agenda focused on supporting people over the next 10 years and provides for new strategic City investments directed to enhancing eviction prevention measures; maintaining and sustaining Toronto Community Housing Corporation; establishing a pipeline to support the creation of 40,000 affordable rental and supportive homes through a public/ private/non-profit land banking

strategy; helping homeowners stay in their homes and purchase their first homes; and supporting in-home care and long-term care options for seniors.

Indigenous Health Strategy

The Toronto Indigenous Health Advisory Circle (TIHAC) released Toronto's first [Indigenous Health Strategy](#), which informs the ways in which Toronto Public Health and the Toronto Central Local Health Integration Network work toward improving Indigenous health outcomes in the city. The goal is to realize a thriving, healthy Indigenous community in Toronto through the respectful harmonizing of practices, policies and resource allocation.

Indigenous-led Poverty Reduction Action Plan

As part of the Poverty Reduction Strategy, the City of Toronto will work with urban Indigenous leaders in 2020 to develop and fund the implementation of a community-specific poverty reduction action plan. [The Indigenous-led Poverty Reduction Action Plan](#) will ensure that the needs and perspectives of the Urban Indigenous community are identified, prioritized and funded, in order to best address the unique circumstances faced by this population.

Indigenous Overdose Strategy

The [Indigenous Overdose Strategy](#) was developed by an Indigenous facilitator and is grounded in the input of Indigenous People who use/used drugs, and service providers that work with Indigenous People who use drugs, as a companion to the [Toronto Overdose Action Plan](#). The recommendations reflect key actions needed in the areas of prevention, harm reduction and treatment and will be supported by Toronto Public Health in collaboration with Indigenous service providers and community members, including Indigenous People who use/have used substances, and also in collaboration with other City divisions.

LGBTQ2S+ Council Advisory Body

In December 2019, City Council approved the creation of a [Lesbian, Gay, Bisexual, Transgender, Queer and Two-Spirit \(LGBTQ2S+\) Council Advisory Body](#). This advisory body will advise on identified priority issues to support the elimination of barriers and inequities experienced by Lesbian, Gay, Bisexual, Transgender, Queer and Two-Spirit (LGBTQ2S+) communities in accessing City of Toronto programs and services.

Licensed Child Care Growth Strategy

[Toronto's Child Care Growth Strategy](#) envisions a licensed childcare system that can serve 50 per cent of children from birth to age 4 by 2026. The strategy entails creating approximately 30,000 new licensed spaces and making investments in affordability for all families by supporting equitable access for lower- and middle income families, both by reducing parent fees and by increasing fee subsidies. The growth strategy provides a vision for developing a child-care system that is affordable and accessible for all families that would like to use licensed child care.

Multi-Year Accessibility Plan

[The 2020-2025 Multi-Year Accessibility Plan \(MYAP\)](#) outlines outcomes and initiatives that reaffirm the City's commitment to an accessible City and to building an equitable and inclusive society that values

the contributions of people with disabilities. The MYAP, in providing a roadmap for the identification, removal and prevention of accessibility barriers, will improve awareness and understanding of requirements and will help embed accessibility into all City operations. The MYAP is a key component of the City's accessibility framework, which outlines how the City will provide an accessible environment in which people with disabilities can access the City's goods, services and facilities, including all buildings, public spaces, information and communications and employment opportunities, in a way that meets their individual needs. The City is equally committed to supporting City employees through advice, policies, tools, resources and governance structures that promote an inclusive workplace and support employees in providing accessible goods, services and facilities.

Public Art Strategy

The [Toronto Public Art Strategy](#) (2020-2030) sets out a 10-year plan, including 21 actions that will strengthen the core services that the City provides to strengthen its commitment to public art. The strategy presents a vision to advance public art across Toronto and enhance the impact of public art for the benefit of all of Toronto by "empowering creativity and community, everywhere." The strategy is committed to advancing truth and reconciliation with Indigenous communities, and to championing the work of Indigenous artists and curators as well as to making public art that is accessible to all and that reinforces neighbourhood character, embraces excellence in design and advances the careers of local artists.

Resilience Strategy

Toronto's [Resilience Strategy](#) sets out a vision, goals and actions to help Toronto survive, adapt and thrive in the face of any challenge, particularly climate change and growing inequities. The strategy includes a set of 10 goals and 27 actions to deliver on this vision, organized into three focus areas: people and neighbourhoods, infrastructure, and leadership for a resilient city.

Seniors Strategy

The [Toronto Seniors Strategy](#) upholds the principles of equity, respect, inclusion and quality of life. It commits to ensuring all seniors having equitable access to City services and programs. It also continues to focus on actions that fall within the City's jurisdictional authority to plan, manage and deliver, including bringing together a wide variety of seniors housing and services under one entity and actions with more immediate benefits for seniors in the areas of health, housing, transportation, employment and income, and access to information.

Social Procurement Program

The City's [Social Procurement Program](#) aims to create jobs and drive economic growth in Toronto by including workforce development and/or supply chain diversity requirements in its procurement process. By doing so, the Social Procurement Program will increase the diversity of companies and provide equal opportunity for those businesses that want to bid on City contracts; encourage companies already doing business with the City to work with diverse suppliers and suppliers who provide community benefits; and increase the number of employment, apprenticeship and training opportunities for those living in poverty, including many newcomers, and for youth.

Tenants First

[Tenants First](#) is a City of Toronto-led project that sets out to make improvements to Toronto Community Housing Corporation (TCHC) and support it to become a more focused landlord. The overall focus of Tenants First is to implement a plan in which Toronto Community Housing can improve tenants' lives through better service delivery, and by providing buildings in good repair and opportunities for tenants to be connected to appropriate services and actively participate in their communities.

Toronto Accessibility Advisory Committee

The [Toronto Accessibility Advisory Committee](#) provides advice to City Council on the elimination of barriers faced by people with disabilities and acts as a liaison with external bodies on barriers to participation in public life and to the achievement of social, cultural and economic well-being of people with disabilities. The committee also provides advice to City Council about the requirements and implementation of accessibility standards and the preparation, implementation and effectiveness of accessibility reports as required by the Accessibility for Ontarians with Disabilities Act, 2005.

Toronto Newcomer Strategy

The [Toronto Newcomer Strategy](#) is designed to improve newcomer settlement through shared leadership, stronger collaboration and a more seamless and well-coordinated service system. There are three components to the Toronto Newcomer Strategy: Newcomer Leadership Table, Local Immigration Partnerships and Strategic Pillars.

Toronto Poverty Reduction Strategy

The [Toronto Poverty Reduction Strategy](#) is the City of Toronto's long-term strategy to address immediate needs, create pathways to prosperity and drive systemic change for those living in poverty in the city. The strategy includes a 20-year plan that focuses on housing stability, services access, transit equity, food access, the quality of jobs and incomes, and systemic change.

Toronto Strong Neighbourhoods 2020

The [Toronto Strong Neighbourhoods Strategy](#) (TSNS) 2020 is the City's action plan for ensuring that each of Toronto's 140 neighbourhoods can succeed and thrive. TSNS 2020 supports healthy communities across Toronto by partnering with residents, community agencies and businesses to invest in people, services, programs and facilities in 31 identified Neighbourhood Improvement Areas (NIAs). The strategy will strengthen the social, economic and physical conditions and deliver local impact for citywide change.

Toronto Youth Equity Strategy

The [Toronto Youth Equity Strategy](#) (TYES) seeks to support youth (aged 13-29) who are most vulnerable to involvement in serious violence and crime, both by taking steps to better coordinate youth service delivery in Toronto and by identifying specific service enhancements directed at those youth who are most vulnerable to involvement in serious violence and crime. The strategy identifies 28 key issues and offers corresponding recommendations. The strategy proposes 110 specific actions that can be taken by City divisions, agencies and corporations to build resiliency in Toronto's youth and to create the supportive systems to help young people resist the frustration and disillusionment that can lead to involvement in violence and crime.

Tower Renewal Program

The City's [Tower Renewal Program](#) leads and supports initiatives that encourage community engagement, support local capacity building, spur community investment and help to foster more resilient, thriving apartment communities. From social learning opportunities supporting employment skills to community gardens, and reinvestment and leadership opportunities through local networks, these initiatives drive change and improvement in local communities.

TransformTO

[TransformTO](#) is Toronto's climate action strategy that lays out a set of long-term, low-carbon goals and strategies to reduce local greenhouse gas emissions and improve health, grow the economy and improve social equity. To reduce the worst impacts of climate change, TransformTO aims to have:

- all new buildings built to produce near-zero greenhouse gas (GHG) emissions by 2030, and
- all existing buildings retrofitted to achieve net zero emissions; 100 per cent of energy come from renewable or low-carbon sources; 100 per cent of vehicles in Toronto use low-carbon energy; 75 per cent of trips under five km be walked or cycled; advanced toward a zero-waste circular economy by 2050.

Appendix B: Stakeholder and Partner Survey Protocol

Email from: Dan Surman

Email to: Abigail Bond, Housing – SSHA; Alexandra Multinelli-Djukic, Social Procurement – PMMD; Anthony Morgan, Confronting Anti-Black Racism – SDFA; Chris Phibbs, Social Policy, Analysis and Research – SDFA; Christine Carrasco, Workforce Development – TESS; Daniel Fusca, Public Consultation – PFR; Denise Andrea Campbell – SDFA; Fiona McNeil, Equity & Diversity – P&E; Ginny Adey, Bylaw Enforcement – MLS; Jeff D'Hondt, Indigenous Affairs Office – CMO; Jenny Neiman, Human Rights Office – P&E; Mark Kim, Accessibility Office – P&E; May El-Abdallah, Human Rights Office – P&E; Michele Antunes, Child Friendly TO – TPH; Mike Pacholok, Procurement – PMMD; Mohamed Shuriye, Policing Reform – SDFA; Nancy Macsween, Protocol – Clerks; Sarah Blackstock, Social Policy, SDFA; Scerena Officer, Community Safety & Wellbeing – SDFA; Stefany Hanson, Youth Development – SDFA; Selina Young, Indigenous Affairs Office – CMO; Tobias Novogrodsky, Strategic Program Management, TESS; Vera Dodic, Toronto Newcomer Office – SDFA; Wayne Chu, Poverty Reduction Strategy – SDFA

Date: January 26, 2021

Re: FIFA World Cup 2026™ Impact Study

Hello Everyone,

For those of you who I've already been in touch with, thank you for your feedback and interest in this initiative. There are some names we have added to this mailing list based on recommendations to expand the reach of this internal survey. To these newly added to the communications, welcome, and thank you in advance for sharing your expertise.

As a quick review, the survey accessible via this [link](#) casts a broad net to internal City stakeholders regarding the potential impact of Toronto becoming a Host City for a portion of the FIFA World Cup 2026™ tournament. The goal is to provide information requested by FIFA to aid their Host City Selection Committee in the selection process to occur in the coming year. The focus of this survey is Human Rights, for which we felt you all bring a variety of valuable perspectives and expertise.

The survey document offers a preamble to help you gain some familiarity of the tournament and the task at hand. The output of this survey will aid us in developing next steps which will include engagement of external stakeholders and the development of a long term Human Rights strategy as it applies to the FIFA program we hope to host in 2026.

The survey will close February 17th, 2021 and we have earmarked some time following to consult with each of you on your responses, should you wish. Note that, given the scope of the survey, it may be useful to develop your answers using the attached worksheet (Word format) and then cut and paste your answers into the online survey.

If you have any questions or would like clarification prior to entering your responses into the survey, I would be more than happy to arrange a call.

January 26, 2021

Survey link: <https://s.cotsurvey.chkmkt.com/?e=218120&h=5A9D36FC80B6871&l=en>

Human Rights and FIFA World Cup 2026™: Internal Consultation

You are receiving this survey as you have been identified as a key contributor in a City unit that has connections to inclusion, equity, human rights and/or vulnerable populations in Toronto.

The FIFA World Cup 2026™ has been awarded to a united bid by Canada, the United States and Mexico. Toronto is one of 23 candidate cities and staff in Economic Development and Culture (EDC) are working hard to win the honour of hosting a number of World Cup soccer matches here in the city. A major component of the bid process is demonstrating the City's commitment to human rights across several areas as well as engaging communities in identifying concerns and evaluating opportunities to strengthen human rights, inclusion and equity in these local communities. These include direct and legacy impacts before, during, and after the tournament has ended.

Through this online survey we are asking you to help identify the following with regards to the impact of a Major Sporting Event (MSE) such as the FIFA World Cup 2026™ coming to Toronto.

- Past, current, or planned City work that supports human rights, equity and inclusion for the residents of Toronto;
- Potential risks to and impacts on Indigenous, Black and equity-seeking groups and ways to mitigate those risks/impacts;
- Opportunities to address existing human rights concerns through association or synergies with a Major Sporting Event; and
- Key external organizations in the wider community you recommend we engage with.

Please note that the objective of this survey is to collect information about the points mentioned above, which specifically refer to the Host City selection process as it relates to the FIFA World Cup 2026™.

Alternatively and/or following up the survey, meetings may be arranged for information-gathering if needed.

The survey will close at the end of day Wednesday, February 17, 2021.

Please feel free to send the survey on to any other colleagues in your unit to complete.

The survey results will be used by EDC to develop preliminary responses to FIFA's questions and guide a meaningful engagement strategy with external stakeholders. Through this process, we hope to gain an understanding of how a Major Sporting Event such as the FIFA World Cup 2026™ can support initiatives to improve human rights, equity and inclusion for the residents of Toronto.

A Human Rights Working Group may be created as part of the long-term planning process for FIFA World Cup 2026™. Following the report, we will be in touch to discuss further participation in this process.

Roadmap to the Survey

All questions are open-ended (to expand the response box, just click and drag from the lower right-hand corner of each box). We welcome responses in full sentences or in bullet points – whatever form works

best for you. Each open-ended question has a response limit of 4,000 characters, but we encourage you to provide shorter, concise answers.

Note that, given the scope of the survey, it may be useful to develop your answers using the downloadable worksheet (Word format) and then cut and paste your answers into the online survey. Most of the online questions are mandatory; if a question does not apply, please just indicate "not applicable". Also, once you press the "next" button, there is no going back to the previous sections of the survey. However, you may "pause" the survey at any time by clicking on the link at the bottom of the page – you will then be provided with a customized link that you can save to use to re-start the survey at a later date.

The [City's Equity Lens](#) tool is also available as a resource to help you better understand the needs and barriers facing Indigenous, Black and equity-seeking groups and can support you in framing your responses to the survey.

If you have any questions about the survey, please contact Dan Surman, Event Support, Supervisor, Arts and Culture Services, Economic Development & Culture, ☎ 416-397-5397 | dan.surman@toronto.ca. Thank you!

Background

Selection as a Host City for the FIFA World Cup 2026™ will entail the following key factors – please consider these when answering the survey:

- The FIFA World Cup tournament typically takes place in June and July. A specific schedule for training, games, and festivities in Toronto is not available at this stage.
- Activation of BMO Field (Exhibition Place) as the site for multiple games early in the tournament.
- The Exhibition Place Grounds would be exclusively reserved for FIFA logistics, access, and security leading up to and during the tournament.
- Activation of multiple public sports fields operated by City Parks, Forestry & Recreation as training sites for the days leading up to the matches. These fields would be reserved for exclusive use by FIFA World Cup 2026™ for the early summer in 2026.
- A 30-day FIFA Fan Fest™ at a central location in Toronto, possibly at Nathan Phillips Square. This will include a series of concerts and cultural activities as well as screening of matches played in other cities.
- International attendance will lead to high volume of tourists in local hotels and Airbnbs, eating at local restaurants, and taking Toronto Transit to get to and from BMO Field and FIFA Fan Fest™.

Note that a "no new construction" commitment was a key part of the United Bid for FIFA World Cup 2026™.

Your Name:

Division:

Please select the communities usually affected by your work (please select all that apply):

- ☐ Women
- ☐ Persons with Low Income
- ☐ Indigenous Peoples
- ☐ Immigrants, Refugees and Undocumented Individuals
- ☐ LGBTQ2S+
- ☐ Persons with Disabilities
- ☐ Racialized Group(s)
- ☐ Racialized Group (Black)
- ☐ Vulnerable Seniors
- ☐ Vulnerable Youth
- ☐ Children

Section 1 – Broad Human Rights Activities

1. Is there any current or recent work in your unit that relates to human rights, equity and/or inclusion that could impact or influence the planning and execution of a major cultural or sporting event in or near downtown Toronto? If yes, please include any relevant links to reports, resources, etc.
2. Is there any planned work in your unit to support human rights, equity and/or inclusion that will be important in the context of the FIFA World Cup 2026™? If yes, please include a brief description and relevant information.
3. Are there any other initiatives being conducted by the City or externally that support human rights, equity and/or inclusion that you think are important in the context of the FIFA World Cup 2026™? If yes, please include any relevant links to reports, resources, etc.

Section 2 – Risks and Opportunities Associated with Hosting the World Cup

If Toronto becomes a host City for the FIFA World Cup 2026™:

4. Based on your expertise, do you anticipate any potential risks to human rights and/or to specific populations, including Indigenous, Black or equity-seeking communities? Yes/No
 - 4a: Follow-up/show only if "yes": Please briefly describe the potential risks to human rights and/or to Indigenous, Black or equity-seeking communities (if you are referring to more than one community, please specify which community for each risk),
 - 4b: Follow-up/show only if "yes": Please describe any existing legislation, policy, or programs already in place that you think can help address these risks (if you are referring to more than one community, please specify which community for each legislation, policy or program),
 - 4c: Follow-up/show only if "yes": Please describe any measures you recommend Toronto could take/develop to prevent and/or mitigate these risks (if you are referring to more than one community, please specify which community for each measure).

5. What opportunities do you think there could be for long-lasting positive legacy in terms of human rights and/or for Indigenous, Black or equity-seeking communities (if you are referring to more than one community, please specify which community for each legacy).

Section 3 – Next steps

6. What are existing avenues that you are aware of for the public to raise concerns or register human rights complaints leading up to and during an event such as this?
7. Are there any key external stakeholders or partners that your unit works with that should be engaged to advance our understanding of the identified risks and opportunities? Yes/No
 - 7a: Follow-up only if yes: Please list contact names, email addresses and/or phone numbers (if available) of the key external stakeholders or partners that you think we should engage with.
 - 7b: Follow-up only if “yes”: Would your unit be willing to facilitate or support engagement of external stakeholders or partners to further this initiative?
8. Would you or a contact person be available for a meeting to discuss follow-up questions and/or any clarifications if needed? Yes/No
 - 8a: Follow-up only if “yes”: Please provide the name, phone number and email for the contact person we can follow up with, and indicate a preferred timeframe for a meeting (e.g. within 10 days, within one month, etc.).
9. Final comments not addressed in previous sections:

Your responses have been registered!

Thank you for taking the time to complete the survey. If you have any questions about this survey, please contact Dan Surman at ☎ 416-397-5397 | dan.surman@toronto.ca.

Appendix C: External Consultation Protocol

May 25, 2021

Survey URL:

<https://s.cotsurvey.chkmt.com/?e=231833&h=36F047ACE3AFD55&l=en>

FIFA World Cup 2026™: Preliminary Engagement on Human Rights

The FIFA World Cup 2026™ has been awarded to a united bid by Canada, the United States and Mexico. The City of Toronto is now working on a bid to be one of the cities to host a number of World Cup soccer matches and associated activities. A major component of the bid process involves identifying associated risk areas and opportunities concerning inclusion, equity and human rights.

This survey aims to collect meaningful information and perspectives from some of Toronto's key organizations on how best to advance inclusion, equity and human rights by hosting the games. Your answers will help form the basis for future and more extensive engagement should Toronto be chosen as a host city for the FIFA World Cup, and will help us gain a better understanding of what can be done to ensure inclusive outcomes for all.

The City of Toronto would appreciate your input in this preliminary engagement phase. This short survey should take between 5 and 15 minutes to complete.

The survey will close at the end of day Tuesday, June 8, 2021.

Please note that survey results, responses, your name and that of the organization you represent may be included in a report to FIFA as part of the host city bid process, which may be made public. **Please do not provide any personal information about yourself or other individuals in any of your responses.**

Key factors to consider

Selection as a Host City for the FIFA World Cup 2026™ will entail the following key factors – please consider these when answering the survey:

- A "no new construction" commitment was a key part of the United Bid for World Cup 2026.
- The FIFA World Cup tournament typically takes place in June and July. A specific schedule for training, games, and festivities in Toronto is not available at this stage.
- International attendance will lead to high volume of tourists in local hotels and Airbnbs, eating at local restaurants, and taking Toronto Transit to get to and from BMO Field and FIFA Fan Fest™.
- Activation of BMO Field (Exhibition Place) as the site for multiple games early in the tournament. The Exhibition Place Grounds would be exclusively reserved for FIFA logistics, access, and security leading up to and during the tournament.
- Activation of multiple public sports fields operated by City Parks, Forestry & Recreation as training sites for the days leading up to the matches. These fields would be reserved for exclusive use by FIFA World Cup 2026™ for the early summer in 2026.

- A 30-day FIFA Fan Fest™ at a central location in Toronto, possibly at Nathan Phillips Square. This will include a series of concerts and cultural activities as well as screening of matches played in other cities.

If you have any questions about the survey, please contact Rachel Fender, City Cultural Events, Supervisor, Arts and Culture Services, Economic Development and Culture by calling 416-395-6891 or email Rachel.Fender@toronto.ca using your business email account.

Thank you!

03-0127 2021-05

Name (First, Last OR Single):

Organization Name:

Please select the communities usually affected by your work (please select all that apply):

- ☐ Women
- ☐ Persons with Low Income
- ☐ Indigenous Peoples
- ☐ Immigrants, Refugees and Undocumented Individuals
- ☐ LGBTQ2S+
- ☐ Persons with Disabilities
- ☐ Racialized Group(s)
- ☐ Racialized Group (Black)
- ☐ Vulnerable Seniors
- ☐ Vulnerable Youth
- ☐ Children
- ☐ Not Applicable

Section 1 – Risks and Opportunities

Please consider this information when forming your response: the following, listed in no particular order, have been identified by the City of Toronto as key areas to be closely observed and prioritized in terms of risks and opportunities concerning inclusion, equity and human rights should Toronto host some of the FIFA World Cup games in 2026:

- Displacement and/or evictions
- Public perception of/and unfair treatment
- Restricted use of space
- Increase in mental health issues
- Unfair working conditions
- Harassment and discrimination
- Security and safety
- Inequitable social legacy
- Increased policing

- Exclusion of Indigenous voices
- Inequitable practices by grant and permit recipients

If you would like to know more about any of the key areas listed in this section of the survey, please feel free to contact Rachel Fender by calling 416-395-6891 or email Rachel.Fender@toronto.ca using your business email account.

1. The City of Toronto is committed to making Toronto a city where all feel safe and welcome. Based on your experience and expertise, should a key area be added to the ones above in order to ensure that local communities, workers, fans, volunteers, officials and players of diverse backgrounds are not adversely impacted? **Please do not provide any personal information in your response.** (Required)

[No – at this stage, the list is complete
Yes – other key areas should be added to the list]

1.1 Follow up/only if "Other key areas should be added to the list": Please briefly outline any other key areas you think should be observed/prioritized at this stage in terms of inclusion, equity and human rights in the context of the FIFA World Cup 2026™. **Please do not provide any personal information in your response.**

[open ended]

2. Based on your experience, is/or will COVID-19 impact the key areas listed above? If yes, please briefly describe below (if you are referring to a specific community in your answer, please specify). If not, please skip this question. **Please do not provide any personal information in your response.**

[open ended]

3. Is there any measure or initiative you recommend Toronto could develop/strengthen as related to the key areas identified? If yes, please briefly describe below (if applicable, if you are referring to more than one community, please specify which community for each measure recommended). If not, please skip this question. **Please do not provide any personal information in your response.**

[open ended]

4. What opportunities do you think there could be for long-lasting positive legacy in terms of inclusion, equity and human rights for Indigenous, Black or equity-seeking communities (if you are referring to more than one community, please specify which community for each legacy). **Please do not provide any personal information in your response.**

[open ended]

Section 2 – Additional comments/information

5. Are there any comments, observations or considerations not addressed in previous sections you would like to share at this preliminary engagement stage?

[Yes/No]

- 5.1 Follow-up/show only if "yes": Please include comments, observations or considerations on inclusion, equity, and human rights risks and opportunities concerning Toronto possibly becoming a host city for the FIFA World Cup 2026™. **Please do not provide any personal information in your response.**

Section 3 – Next steps

6. Would you/your organization be willing to submit a letter of support for Toronto's bid to be a host city for FIFA World Cup 2026™ to be added as an annexe to the report the City of Toronto is preparing? If yes, the City of Toronto will contact you and provide a template for your/your organization's consideration.

[Yes/No]

- 6.1 Follow-up/show only if "yes": If yes, please provide the business email address we should send the template to. **Please do not provide any personal information in your response.**

Your responses have been registered!

Thank you for taking the time to complete the survey. If you have any questions about the survey, please contact Rachel Fender by calling 416-395-6891 or email Rachel.Fender@toronto.ca using your business email account.

Appendix D: External Consultation – List of Organizations

The following organizations received the external consultation survey outlined in Appendix C:

Organization	Website	Group Type
Toronto Aboriginal Support Services Council	https://www.tassc.ca	Indigenous Peoples
Toronto Council Fire Native Cultural Centre	https://www.councilfire.ca/	Indigenous Peoples
Native Child & Family Services	https://nativechild.org/	Indigenous Peoples
Native Women's Resource Centre	https://nwrctportal.ca/live/	Indigenous Peoples
Native Canadian Centre of Toronto	https://ncct.on.ca/	Indigenous Peoples
It Starts With Us	http://itstartswithus-mmiw.com	Indigenous Peoples
Aboriginal Legal Services	https://www.aboriginallegal.ca	Indigenous Peoples
Ontario Native Women's Association	https://www.onwa.ca/	Women
Toronto Women's City Alliance	http://www.twca.ca	Women
METRAC	https://www.metrac.org/	Women
Canadian Women's Foundation	https://canadianwomen.org/	Women
Canadian Research Institute for the Advancement of Women (CRIA-W-ICREF)	https://www.criaw-icref.ca/	Women
White Ribbon	https://www.whiteribbon.ca/	Women
G(irls)20	https://girls20.org/	Women
Barbra Schlifer Commemorative Clinic	https://www.schliferclinic.com/	Women
Elizabeth Fry Toronto	https://www.efrytoronto.org/	Women
Ontario Women's Justice Network OWJN	https://owjn.org/	Women / Policing
Women's Support Network of York Region	https://womenssupportnetwork.ca/	Women / Human Trafficking
Street Haven	https://www.streethaven.org/	Women
Aura Freedom	https://aurafreedom.org/	Women
Rexdale Women's Centre	https://www.rexdalewomen.org/	Women
Canadian Council of Muslim Women (CCMW)	https://www.ccmw.com/	Women / Black and Racialized communities
Elspeth Heyworth Centre for Women	https://ehcw.ca/	Women / Immigrants and Refugees

Organization	Website	Group Type
Riverdale Immigrant Women's Centre (RIWC)	https://www.rivwc.ca/	Women / Immigrants and Refugees
Scarborough Women's Centre	http://www.scarboroughwomenscentre.ca/	Women / Immigrants and Refugees
The Arab Community Centre of Toronto (ACCT)	https://www.acctonline.ca/	Immigrants and Refugees
FCJ Refugee Centre	https://www.fcjrefugeecentre.org	Immigrants and Refugees
Ontario Council of Agencies Serving Immigrants (OCASI)	https://ocasi.org	Immigrants and Refugees
Migrant Workers Alliance for Change (MWAC)	https://migrantworkersalliance.org	Immigrants and Refugees
Romero House	https://romerohouse.org/	Immigrants and Refugees
Sojourn House	https://www.sojournhouse.org/	Immigrants and Refugees / Sports
YMCA New Immigrant Services	https://ymcagta.org/	Immigrants and Refugees
Skills for Change (SfC)	https://skillsforchange.org/	Immigrants and Refugees
Christie Refugee Welcome Centre	https://christiestreetcrc.com/	Immigrants and Refugees
The Neighbourhood Organization	https://tno-toronto.org/	Immigrants and Refugees / Black and Racialized communities
South Asian Women's Centre	http://www.sawc.org/	Black and Racialized communities
Urban Alliance on Race Relations	https://www.urbanalliance.ca	Black and Racialized communities
Black Health Alliance	https://blackhealthalliance.ca	Black and Racialized communities
Jamaican Canadian Association/CAFCAN	https://jcaontario.org/tag/cafcan/	Black and Racialized communities
Black Lives Matter Toronto	https://www.blacklivesmatter.ca/	Black and Racialized communities
Council of Agencies Serving South Asians (CASSA)	http://cassa.on.ca/	Black and Racialized communities
Strides Toronto	https://strides-toronto.ca/	Children / Black and Racialized communities
Canadian Coalition for the Rights of Children	http://rightsofchildren.ca	Children
StepStones for Youth	https://www.stepstonesforyouth.com	Children
Harmony Movement	https://harmony.ca/	Children
Boost Child & Youth Advocacy Centre	https://boostforkids.org/	Children

Organization	Website	Group Type
360 Kids	https://www.360kids.ca/	Children
ARCH Disability Law Centre	https://archdisabilitylaw.ca	People with Disabilities
Ontario Agencies Supporting Individuals with Special Needs (OASIS)	https://oasisonline.ca	People with Disabilities
Montage Support Services	https://montagesupport.ca/	People with Disabilities
Amnesty International Canada	http://www.amnesty.ca	Human Rights Defenders
Human Rights Watch Canada	https://www.hrw.org/about/get-local/toronto	Human Rights Defenders
Canadian Civil Liberties Association	https://ccla.org/	Human Rights Defenders
PEN Canada	https://pencanada.ca/	Human Rights Defenders
Canadian Human Rights International Organization CHRIO	http://chrio.ca/	Human Rights Defenders
Canadian Journalists for Free Expression	https://www.cjfe.org/	Human Rights Defenders
The 519 Community Centre	https://www.the519.org	LGBTQ2S+
EGALE	https://egale.ca	LGBTQ2S+
Pride Toronto	https://www.pridetoronto.com	LGBTQ2S+
Toronto PFlag	https://www.torontopflag.org/	LGBTQ2S+
Black Queer Youth at Parkdale Queen West Community Centre	https://pqwchc.org/tag/anti-black-racism/	LGBTQ2S+
HIV Legal Network	http://www.hivlegalnetwork.ca/	LGBTQ2S+
Equity, Inclusion & Human Rights, Toronto Police Service	http://www.torontopolice.on.ca/equityinclusion	Policing
Collaborative Network to End Exploitation	https://www.cnee.ca/	Human Trafficking
Project iRISE	https://www.projectirise.org/	Human Trafficking
Aurora House	http://www.aurorahouse.ca/	Human Trafficking
Chab Dai Canada	https://chabdai.org/	Human Trafficking
Covenant House Toronto	https://covenanthousetoronto.ca/	Human Trafficking
The Canadian Centre to End Human Trafficking	https://www.canadiancentretoendhumantrafficking.ca/	Human Trafficking
Human Rights Legal Support Centre	https://www.hrlsc.on.ca	Legal

Organization	Website	Group Type
Speciality Legal Clinics	https://www.legalaid.on.ca/specialty-clinics	Legal
Canadian Women & Sport	https://womenandsport.ca/	Sport
Canadian Centre for Ethics in Sport (CCES)	https://cces.ca	Sport
Coaches Association of Ontario	https://www.coachesontario.ca/	Sport
Football for the World Foundation	https://www.footballfortheworld.org/	Sport
KidSport Canada	https://kidsportcanada.ca/	Sport / Children
Right to Play Canada	https://righttoplay.ca/	Sport / Children
Second Kicks	https://secondkicks.wordpress.com/	Sport
Soccability Canada	https://soccability.ca/	Sport
Canadian Deaf Sports Association (CDSA)	https://assc-cdsa.com/	Sport / People with Disabilities
SPORT4ONTARIO	https://www.sport4ontario.ca/	Sport
Athletics Canada	https://athletics.ca/	Sport
Athletics Ontario	https://athleticsontario.ca/	Sport
Toronto Youth Development (TYD)	http://www.torontoyouth.org/	Sport / Children
Ready, Set, Play Children's Charity	http://www.readysetplay.ca/	Sport / Children
Kids Up Front Toronto	https://kidsupfronttoronto.com/	Sport / Children
Ontario Blind Sports Association (OBSA)	https://blindsports.on.ca/	Sport / People with Disabilities

Appendix E: Acronyms

BIA	Business Improvement Areas
CABR	Countering Anti-Black Racism Unit (SDFA)
CMO	City Manager's Office
EDC	Economic Development and Culture division
EMPO	Event Management and Public Order unit
GM	General Manager
IACoP	Indigenous Affairs Community of Practice
IAO	Indigenous Affairs Office
NLT	Newcomer Leadership Table
OHS	Occupational Health and Safety
P&E	People and Equity division
PFR	Parks, Forestry and Recreation division
PRS	Poverty Reduction Strategy (SDFA)
SDFA	Social Development, Finance and Administration division
TESS	Toronto Employment and Social Services division
TNO	Toronto Newcomer Office
TORR	Toronto Office of Recovery and Rebuild
TPH	Toronto Public Health
TPL	Toronto Public Library

Appendix F: MLSE – Considerations and Commitments

The below was provided by Maple Leafs Sport and Entertainment (MLSE) in June, 2021:

MLSE Foundation

Change the Game Research Project 2021

The following are excerpts from MLSE Foundation's 2021 Game the Game Research Project that capture data and/or insights related to barriers to youth soccer participation specific to the City of Toronto.

Below data reflects insights from **702 youth from Toronto who have participated in soccer** in the past two years (pre-pandemic reference point).

COVID-19 Impacts

- Of these 702, 233 have had an opportunity to play in some capacity since the start of the pandemic (a 67% drop off).
- The true extent of the drop off likely to be larger than this as a result of continued participation (for the 233) most often limited to solo training, virtual engagement and less frequent informal activities without game play, competition or in person team activities.
- The 67% drop off was among the highest across team sports in the study. For example, the study included more youth who played hockey than soccer, but soccer experienced a larger relative decline overall due to what was allowed/not allowed.
- Toronto was unique relative to other provincial regions in that it experienced three complete lockdowns further challenging attempts at starting.
- Youth who have wanted to play soccer and have relied upon schools for play opportunities have had two consecutive years of disruption due to labour issues and lockdown measures during the pandemic.

Barriers to Youth Soccer Participation in Toronto

- Youth access to soccer opportunities are influenced by household income levels. Youth from higher income households (north of \$90K per year) were more than twice as likely to have played soccer as youth from lower income householders (less than \$45K per year). It is still noteworthy however, that most of the youth from higher income households also cite cost and affordability as the primary barrier to participation.
- Affordability was the largest barrier cited to participation and access, across all demographic groups and most sports including soccer.
- Declines from not being able to access soccer at school or other free or low-cost options disproportionately affected lower income youth.
- Broader cost considerations in terms of participation, equipment, time and travel were also cited across different demographics and in open ended comments including BIPOC categories, girls and young women, and youth with disabilities.
- Black youth, Indigenous youth and youth with disabilities were more likely to list equipment as a barrier specifically, relative to soccer playing youth overall.
- 65% of Black youth overall in the GTA identify "making sport opportunities more affordable" as important for them, compared to 47% of Black youth from outside of the GTA – part of an overall affordability trend that includes both soccer and other team-based sports.

- Several youth, and parents of youth, wrote in variations of transportation and time as barriers to fulsome participation. In the Toronto context, the most common transportation issues related to the time and ability of youth to attend consistently and travel to competition, games or events without a vehicle in the household or a parent/family member who is working and unable to take them.
- More than 1 in 4 youth overall have cited an interest in more adaptive sport offerings – including among youth with disabilities and youth without an identified disability – and in the Toronto team sport context this is most commonly expressed by youth who have played basketball, soccer or baseball.
- 8% of soccer participants overall report having directly experienced racism or discrimination in sporting context. However, when analyzed by different racial or ethnicities in the sample, this rises to 21% of youth across all BIPOC categories, 29% of Indigenous youth, and 31% of Black youth.
- More than 30% of both Black youth and Indigenous youth also report not having someone they are comfortable talking to about it if they see or experience racism in sport.

Toronto FC & MLSE Foundation Opportunities to ‘Build Back Better’

Motivation or interest levels are largely consistent from pre pandemic to now. Noteworthy, is that up to 30% of girls and young women across all sports report declining interest or motivation levels – a finding not replicated in the Toronto soccer context to the same extent (less than 10%). Demand remains high among youth who have previously enjoyed soccer, they still want to play and are frustrated without the opportunity to do so.

- Increased access to free, low cost or subsidized sport opportunities and equipment.
- Providing quality coaches who are demographically reflective of the youth they coach.
- Investing in sport as a vehicle to improve sense of belonging in communities.
- Developing a relationship between participation and feeling of belonging and connection to their community for newcomer youth.
- Promoting equity, diversity and inclusion at TFC and within community soccer.
- Increased access to adapted sport opportunities.
- Increased variety of sport opportunities available.

Toronto FC

Social Impact & Growth Strategy 2021-2025

MLSE and Toronto FC remain committed to advancing equity, diversity and inclusion by eliminating barriers, accelerating development and creating impact in our community. We believe in full inclusion and will influence change that addresses systemic issues in the sport of soccer as well as within the communities we represent.

Social Impact is often linked to how organizations and individuals' actions affect the surrounding community. An important aspect of creating 'social good' is not just talking about what you believe in but acting on it.

The influence of our team, and brand, will support the normalization of diverse cultural discourse and set the standard for more inclusive thinking throughout the soccer ecosystem. Through investments in equity, diversity and inclusion, we have authentic opportunities to grow our audience, diversify our commercial revenue, positively impact the communities we represent and live All For One.

All For One:

Through social impact and growth initiatives we have an opportunity to build the story that will be told of the next generation of Toronto soccer fans. Our staff, coaches, players, fans and partners will increase trust, develop a greater sense of pride in our club and strengthen their sentiment towards our brand. Our commitment will establish our position as leaders of equity, diversity and inclusion not only in sport, but within Canadian society.

Aspirational Goal:

Set the standard for more inclusive thinking throughout the soccer ecosystem.

Objectives:

1. Strengthen organizational culture with a focus on equity, diversity and inclusion for staff, coaches and players.
2. Utilize our influence within the soccer ecosystem to support the advancement of equity, diversity and inclusion in sport.
3. Establish our voice and position in social justice advocacy to support and uplift the communities we represent.

Fundamentals for Success:

- Front Office & Leadership Commitment
- Player Involvement
- Employee Involvement
- Stakeholder Engagement
- Accountability & Reporting
- Communications

Objective 1: Strengthen organizational culture with a focus on equity, diversity and inclusion for staff, coaches and players.

- Strategy: Create awareness of our EDI intentions among staff, coaches and players.
- Strategy: Enhance skills, knowledge and cultural understanding of staff, coaches and players through learning and development.
- Strategy: Enhance support to attract, develop, motivate and retain diverse and underrepresented groups of youth within TFC Academy.
- Strategy: Adapt human resources processes to attract, develop, motivate and retain diverse and underrepresented groups of staff, coaches and players.
- Strategy: Engage with a diverse group of partners and suppliers who demonstrate a commitment to the advancement of equity, diversity and inclusion.

Objective 2: Utilize our influence within the soccer ecosystem to support the advancement of equity, diversity and inclusion in sport.

- Strategy: Create awareness of our EDI intentions among external stakeholders within soccer, including fans.
- Strategy: Support the development of greater cultural understanding for community soccer coaches and administrators through learning and development.
- Strategy: Engage with a diverse group of community soccer partners who demonstrate a commitment to the advancement of equity, diversity and inclusion to grow the game at the youth level.
- Strategy: Develop more authentic and meaningful community engagement opportunities for front office, coaches, players and staff.

Objective 3: Establish our voice and position in social justice advocacy to support and uplift the communities we represent.

- Strategy: Formalize internal process for assessing social justice issues and areas of advocacy.
- Strategy: Establish core values as related to social justice advocacy to act as a tool to govern engagement.
- Strategy: Pilot social justice advocacy to test and measure internal and external sentiment, brand trust and other objective measures.
- Strategy: Amplify MLSE and MLSE Foundation social justice and EDI messages.

MLSE Foundation

Kickstart Soccer Program

Program Description:

In partnership with Toronto Community Housing, BMO, Toronto FC, and MLSE Foundation, the Kickstart program brings free introductory soccer programming to 12 communities across the city.

Program Delivery Summary:

The Kickstart program operates 20 sessions across 10 weeks in each community concurrently. Youth in the program are introduced to the fundamental skills of soccer in a high energy, non-competitive environment. Priority is placed on hiring youth coaches ages 16-25 from the communities the program operates in. Coaches receive training in program delivery, soccer fundamentals, and MLSE LaunchPad's Sport & Life Skills methodology.

Site Listing:

Name	Address
Cooper Mills	4020 Dundas St West
Lawrence Heights	145 Baycrest Ave (Neptune - Baycrest Public School)
Mabelle	49 Mabelle
Trimbee	30 Denarda
Weston Towers	3101 Weston Rd.
Queens Plate	920 Queens Plate
Scarlett Manor	1025 Scarlett Rd.
Kingston/Galloway	4310 Kingston Rd.
Mornelle	90 Mornelle
Gordonridge	20 Gordonridge
Cataraqui	644 Warden Ave (Taylor Creek Public School)



Appendix G: Letters of Support



Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 15, 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

Toronto FC is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

Maple Leaf Sports & Entertainment (MLSE) and Toronto FC remain committed to advancing equity, diversity and inclusion by eliminating barriers, accelerating development and creating impact in our community. We believe in full inclusion and will influence change that addresses systemic issues in the sport of soccer as well as within the communities we represent.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to explore opportunities to work with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,


William Manning (Jun 17, 2021 27:15 EDT)

Bill Manning
President, Toronto FC & Toronto Argonauts



TORONTO COUNCIL FIRE NATIVE CULTURAL CENTRE

TORONTO, Ontario
June 18, 2021

Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

Toronto Council Fire Native Cultural Centre is pleased to offer this letter of support to the City of Toronto's bid as host city for the **FIFA World Cup 2026**. Should Toronto be chosen as a host city, we endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

Toronto Council Fire Native Cultural Centre is an autonomous, vibrant cultural agency that involves and serves the Indigenous community with confidence for and commitment to, their well-being. A main component of our mandate is to encourage and enhance spiritual and personal growth, inclusive of their physical & mental wellbeing. Lastly, one of our mission statements is to enter partnerships with like-minded organizations. We have established a strong partnership and relations with the City of Toronto through the co-development of the Spirit Garden. We are hopeful to reinforce this through supporting their bid to become a host city for the FIFA World Cup 2026. We recognize that sports will can connect us to something larger than ourselves. We are also cognizant that hosting the FIFA World Cup 2026 will provide opportunities for our collective community to advance inclusion, equity and human rights for our city.

When Toronto is chosen as a host city for the FIFA World Cup 2026 games, we will be happy to explore opportunities to partner with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

439 Dundas Street East, Toronto ON M5A 2B1 – Tel.: (416) 360-4350 Fax: (416) 360-5978
email: cdo@councilfire.ca - www.councilfire.ca - Charitable 105255244 RR 0001



Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 4, 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

The Coaches Association of Ontario (CAO) is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

The Coaches Association of Ontario is a non-profit organization that supports and advocates for coaches from community to high performance across all sports in Ontario. We offer coach development, funding opportunities and events with a goal of providing Ontario coaches with quality programming and services. The CAO aims to connect coaches with appropriate support and services to better recruit, retain, and recognize them throughout their coaching journey. Our mission is to develop competent and certified coaches, and we believe that part of being a competent coach is being an anti-racist coach. We are committed to creating a diverse and inclusive space for all coaches and their teams and athletes across the sport system.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to explore opportunities work with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,

Jeremy Cross
Executive Director
Coaches Association of Ontario



Elsbeth Heyworth Centre for Women

Head Office 2350 Finch Ave. West, Unit D, Toronto, ON M9M 2C7 | Phone 416.663.2978 | Fax 416.479.0898 | info@ehcw.ca
Community Office 133 Fieldstone Dr., Vaughan, ON L4L 0A1 | Phone 905.747.1515 | Fax 905.747.1510

Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 4 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern:

Elsbeth Heyworth Centre for Women is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

Elsbeth Heyworth Centre for Women is a non-profit charitable organization that focuses on empowering immigrant and newcomer women, seniors and families through advocacy and services, which are focused on promoting healthy families, community relationships and economic self-sufficiency.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to explore opportunities to work with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,

Sunder Singh

Executive Director

Canadian Charitable Registration # 13909 6135 RR0001



Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 5th 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

Soccability Canada is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

Soccability Canada is an advocacy group for over 30 accessible soccer programs in Canada. We work to support new disability soccer programs in grassroots clubs and provide expert advice to leaders at provincial, national and international levels. We aim to 'Grow the Game for All' and to get more people of all abilities to play soccer. Soccability Canada fills a gap that currently exists in our football system and will continue to work towards full inclusion in community clubs.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to explore opportunities to work with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,

Matt Greenwood,
Director,
Soccability Canada



Rexdale Women's Centre

925 Albion Road, Suite 309, Etobicoke, Ontario M9V 1A6 Tel: 416-745-0062 Fax: 416-745-3995 Email: admin@rexdalewomen.org

Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 7, 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

Rexdale Women's Centre is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

At Rexdale Women's Centre, we support immigrant, refugee and newcomer women and their families to become fully participating members in Canadian society. As a leader in our sector, we enhance our clients' self-sufficiency and competence by providing essential services and facilitating access to community resources.

Our vision is for immigrant, refugee and newcomer women and their families to effectively settle and integrate into Canadian society. We are committed to working with our clients to be self-sufficient and financially secure. They will live happy, safe, healthy and socially engaged lives in which they are honoured and respected for who they are regardless of their background.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to endorse and support the City of Toronto and its partners and stakeholders as they work on policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,

Fatima Filippi
Executive Director





Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 8, 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

Second Kicks is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

Founded in 2004, Second Kicks is a non-profit charitable sports organization with a mission to collect and distribute used soccer uniforms and equipment to disadvantaged communities in Canada and around the world. Since its inception, Second Kicks has donated over 10,000 uniforms to hundreds of teams in Canada and communities worldwide.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to explore opportunities to partner with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,

A handwritten signature in black ink that reads "Lee Hodgkinson". The signature is written in a cursive, flowing style.

Lee Hodgkinson
Board Member, Second Kicks



Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 8, 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

Athletics Canada is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

Athletics Canada is the governing body for Athletics in Canada. We are Canada's most diverse sport constituency, representing able bodied and Para athletes, and sending teams to Olympic/Paralympic Games, World Championships, Pan American Games, Commonwealth Games, etc.

Athletics Canada is also proud to have our Eastern Canadian Hub in Toronto, and look forward to working with our friends at the City of Toronto, and the Province of Ontario, for many years to come.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to explore opportunities to partner with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,



David Bedford
Chief Executive Officer

SUITE 105, 2141 THURSTON DRIVE, OTTAWA, ONTARIO, CANADA K1G 6C9
613 260 5580 ATHLETICS.CA



Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 9, 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

Skills for Change is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. Specifically, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

Skills for Change's (SfC) mission is to provide learning and training opportunities for immigrants, newcomers and refugees to access and fully participate in the workplace and wider community. For over 38 years SfC has supported equity-seeking groups who experience racism and barriers to contributing socially, civically and economically. Through our programming we empower our clients to succeed in building a life in Canada. In addition to supports for our clients, we have developed community awareness initiatives on equity, inclusion and diversity through our annual Diversity@Work conference (<https://skillsforchange.org/diversityatworkconference/>) and our monthly Spotlight Series conversations (<https://skillsforchange.org/spotlight-series/>).

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to

- Explore opportunities to partner with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city. Particularly, Skills for Change would support job creation for the World Cup via the recruitment and training of our clients, supporting immigrant and racialized communities with meaningful employment.

Yours truly,

Surranna Sandy, CEO
Skills for Change (www.skillsforchange.org)



Council of Agencies Serving South Asians (CASSA)

5200 Finch Avenue East, Suite 301A

Scarborough ON, M1S 4Z5

Phone: 416-932-1359

E-mail: cassa@cassa.on.ca Website: www.cassa.on.ca

Fédération Internationale de Football Association
FIFA-Strasse 20, P.O. Box 8044
Zurich, Switzerland

June 15th, 2021

Re: Letter of support for Toronto's Bid to be a Host City for the FIFA World Cup 2026

To Whom It May Concern,

The Council of Agencies Serving South Asians (CASSA) is writing to support the City of Toronto's bid to be a host city for the FIFA World Cup 2026. In particular, should Toronto be chosen as a host city, we support and endorse the City's efforts to embed inclusion, equity and human rights into the very fabric of the games.

CASSA is an umbrella organization of agencies, groups, and individuals that provide services to the South Asian Community. We envision and strive for a Canada free of all forms of discrimination in which all communities are free from marginalization and are fully empowered to exercise their human rights and participate in defining Canada's political, economic, social and cultural future. CASSA is committed to working within a social justice framework which promotes equity, inclusion and empowerment for marginalized peoples and communities. We serve as a resource for information, research, mobilization, coordination, and leadership on social justice issues affecting our communities.

Sport can bring people together like no other activity. We recognize that hosting the FIFA World Cup 2026 provides us all with the opportunity to work together to advance inclusion, equity and human rights for our city,

Should Toronto be chosen as a host city for the FIFA World Cup 2026 games, we would be happy to explore opportunities to work with the City of Toronto and other partners and stakeholders to co-develop policies and programs to advance human rights, inclusion and equity in order to create a positive, lasting human rights legacy for the city.

Yours truly,
Samya Hasan

Executive Director
Council of Agencies Serving South Asians (CASSA)
samya@cassa.on.ca
416 932 1359