

## **Testimony of NYC World Cup Czar Maya Handa**

### **Before the NYC Council Committee on Economic Development**

**Friday, February 27, 2026 1:00 PM**

Good morning, Chair Maloney and Members of the Committee on Economic Development.

My name is Maya Handa, and I serve as the Mayor's World Cup Czar. This role exists for a simple reason: a tournament of this scale only goes well if City agencies, mayoral offices, and outside partners are working in close coordination early, with clear responsibilities and clear communication to the public.

The World Cup will not be felt only inside a stadium. It will be felt on subway platforms, on buses, on sidewalks, in parks, and on neighborhood commercial corridors across all five boroughs. Our job is to keep the city functioning during a period of intense demand, while also making sure New Yorkers can participate in and benefit from what is happening.

Though I was only appointed a few weeks ago, the talented public servants at our city agencies have been convening regular working sessions for almost two years across the agencies and mayoral offices that will be central to this effort, including transportation, public safety, emergency management, sanitation, parks and public space, accessibility, tourism, economic development, and communications. We are clarifying roles, setting timelines, and doing the practical coordination needed to prepare early rather than scramble late. That includes advance planning and on-the-ground coordination so we can spot challenges early and make adjustments well before the busiest days. Besides advance and contingency planning, our World Cup team is responsible for pulling together and executing on the Mayor's vision for a vibrant, joyful celebration that is accessible to every New Yorker. The Mayor looks forward to announcing more specifics related to his World Cup vision and plans for affordable, accessible entertainment and economic development in the coming weeks.

I am also in regular communication with FIFA and the regional host planning effort. A tournament like this stretches across jurisdictions, and good coordination helps reduce confusion and disruption for the public. Our focus is straightforward: clear information, steady operations, and a public experience that feels predictable and manageable. Language access and accessibility are part of that work from the start.

This is also a major economic opportunity for New York City. Following the successful bid to have New York/New Jersey selected as a World Cup host, the New York City Economic Development Corporation supported NYC Tourism + Conventions in the effort to bring the final match to our region. According to the NY/NJ Host Committee, hosting eight matches is projected to generate \$3.3 billion in economic impact across the region. Our responsibility now is to help make sure that

this global event delivers real civic and economic value here in New York City, especially for working-class New Yorkers and for neighborhoods beyond the match venue.

EDC is supporting that effort in several ways. First, it is using City-connected assets to help promote community-focused activities and build excitement citywide. Host Committee materials have been, and will continue to be, featured across high-visibility assets that reach residents and visitors alike. Second, EDC is evaluating a range of sites across the city that may be able to support fan and community activations. And third, EDC is preparing for the business side of the World Cup. Delegations from around the world will be in New York during the tournament, and that creates a real opportunity to show that New York City is open for business and remains a strong place to invest, grow, and hire. EDC's business development team is preparing to meet with visiting companies and participate in related events tied to that work.

Tourism is another major piece of the picture. The World Cup is a major draw on its own, but our goal is not simply to welcome people for a match and send them home. Our goal is to encourage visitors to stay longer, spend money across all five boroughs, and leave with a reason to come back. From the Tourism side, the strategy is centered on three outcomes: lengthening visitor stays, increasing and dispersing spending across the five boroughs, and converting first-time visitors into repeat travelers.

All of that matters because tourism is not a side issue in New York City's economy. It supports hotel workers, restaurant workers, retail workers, cultural institutions, transportation workers, and thousands of small business owners. When the city markets itself well during a global event, that has real consequences for jobs, tax revenue, and neighborhood commercial life.

At the same time, we are planning with New Yorkers in mind. Big global events can too easily become something that feels designed only for visitors while residents absorb the inconvenience. Our goal is a World Cup that feels accessible to New Yorkers across the city: families, young people, seniors, working people, and communities in every borough. That means thinking seriously about public space, neighborhood participation, and how local businesses and workers have a fair shot at benefiting from the global moment happening here.

Listening has also been a big part of this job. Our World Cup team has been meeting with community partners, small businesses, BIDs, cultural institutions, disability advocates, and other stakeholders. The questions are direct and practical: Will my commute be manageable? Will my neighborhood be included? Will this feel safe? Will local businesses and workers benefit? That feedback is shaping both how we plan, coordinate, and communicate.

The World Cup is also a chance to show the world who New York is. This is a city of real soccer communities, of supporters groups, pickup games, immigrant families, and neighborhoods where the sport is bound up with memory, identity, and pride. If we do this well, people will see more than matches. They will see New Yorkers' love of the game, the pride people carry in their countries and their heritage, and the way this city can hold all of that at once.

Thank you for the opportunity to testify today. I am happy to answer your questions.



**Testimony to the New York City Council  
Committee on Economic Development  
Jeffrey LeFrancois, Co-Chair  
NYC BID Association  
Friday, February 27, 2026**

Good afternoon, Chair Maloney, and members of the Economic Development Committee. I'm Jeffrey LeFrancois, Executive Director of the Meatpacking District Management Association and today I am also here as co-chair of the NYC BID Association, which is the member organization for the city's 78-business improvement districts. With representation across the five boroughs, from Meatpacking to Montague Street and up to Morris Park, from Flatbush to Flatiron, in Chinatown and at the beach on Coney Island, BIDs are a direct reflection of their communities and collectively invest over \$200 million dollars in private assessment funds in their communities each year.

BIDs are not just neighborhood managers, we are proven partners in bringing public spaces to life. Our programs help define the City's cultural calendar, from the ball drop to sprawling art installations, holiday lights and organized tastes of our districts, we make it happen. Everyday, BIDs of all sizes are partners with the city in providing supplemental city services to keep our commercial corridors clean, safe, beautiful and bustling, while also working to bring world class programming to our districts.

BIDs want to do big things. As managers of the public realm, we are required to apply for permits through the Street Activities Permit Office. However, there is currently a moratorium on plaza activations from June 1 - July 18. This moratorium is preventing us from being able to move forward with any programming whatsoever, including things like lunchtime concerts and free workout classes — soccer centric programs aside.

While City Hall has indicated that they are working to find a solution and that SAPO will be reformed, planning takes time for organizations no matter their size, so guidance on how BIDs can participate and apply for permits cannot come soon enough.

As we also prepare to welcome millions of visitors, we know our hotel supply will not meet demand. The city's expensive, onerous special permit process has all but halted the development of new hotels while simultaneously undermining membership growth for unions. Our ever-more-expensive hotel rates are eliminating huge swaths of travellers from picking NYC as their destination to experience the World Cup, and while that change won't happen overnight, it is something the Council should seriously study.

Public transit must also be prioritized. No one wants to miss a goal or event in Queens because of a delayed train or double parked car clogging the bus lane.



We look forward to working with this committee and City Hall to ensure success across every corner of this city and that no matter the team you support, there's a great program at which you can experience the best of NYC.

## **HANYC Economic Development Committee World Cup Testimony**

### **February 27, 2026**

Thank you for holding this hearing today. I am Vijay Dandapani, President and CEO of the Hotel Association of New York City, also known as HANYC. We are here to testify about the importance of the 2026 World Cup to the financial health of New York's hotel industry and those employees whose livelihoods depend on it.

The hotel industry is critical to our city's economy and the backbone of our tourism sector. In 2024, visitors to New York spent \$51 billion here, directly supporting roughly 44,000 hotel jobs. Visitor spending generated \$6.8 billion of tax revenue, helping to ensure our city's government has the funds necessary to provide government services all New Yorkers benefit from.

Unfortunately, our City's hotel industry is facing major headwinds. Persistent inflation, tariffs, declining tourism, and rising operating costs now threaten the livelihoods of hotel workers who help drive this city's economy. Two million fewer visitors came to the city in 2025 compared to 2019. Most notably, international visitors fell by 8.9% over the same period. Not surprisingly, hotel earnings per room are on a precipitous declining trend compared to pre-COVID levels, even as wages are 20% higher than in 2019.

Decreasing earnings and rising expenses are having predictably bad results for our industry. Hotel employment fell from 52,730 in 2019 to 44,206 in 2024, a decrease of over 16%. Room supply fell 14% over the same time period. With lower earnings and higher expenses, we are seeing countless large hotels close. Each closure costs hundreds of jobs and hundreds of hotel rooms.

It is in this time of decline for the hotel industry that the World Cup will be coming to our city. The World Cup can provide a much-needed financial boost to all hotels, especially those facing the potential of closure. We hope this boost will not be temporary.

Crucially, we need to encourage potential visitors attending the World Cup to stay in New York City, rather than the suburbs. During the World Cup itself, a good experience for visitors will bring more visitors after the World Cup, as those same visitors return or encourage others to come see our city. Therefore, it is essential that the City Council focus on ensuring those quality of life issues—crime, trash, transportation, and others—are minimized before and during the World Cup. Otherwise, the prospective jobs created by this event will not come to fruition.

Nonetheless, even a perfectly executed World Cup will not solve those underlying issues which are putting the hotel industry in such financial straits. No industry can remain profitable if expenses outpace income, and no single event can overcome this long-term trend. We hope to work with the Council to fix these issues so that the World Cup can be part of a rebirth of the city's hotel industry.

Again, thank you for your time and for the opportunity to testify today.



**TESTIMONY OF JESSICA WALKER**  
*President and CEO, Manhattan Chamber of Commerce*

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Before the  
**New York City Council Committee on Economic Development**  
Oversight Hearing: 2026 FIFA World Cup Preparations  
February 27, 2026

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## INTRODUCTION

Good afternoon, Chair and members of the Committee. My name is Jessica Walker, and I am the President and CEO of the Manhattan Chamber of Commerce, which represents the 130,000+ business across the borough, both large and small.

The question before this Committee is one of the most consequential economic development questions this Council will face this term. That question is simple: Is New York City truly prepared to capture its fair share of the once-in-a-generation economic opportunity that the 2026 FIFA World Cup represents?

Our answer, respectfully, is: *not yet*. And the clock is running.

## THE SCALE OF THE OPPORTUNITY

The 2026 FIFA World Cup is the largest sporting event on Earth—larger than the Olympics, larger than the Super Bowl. This expanded 48-team tournament will be co-hosted across the United States, Canada, and Mexico. The New York/New Jersey region has been selected to host eight matches, including the World Cup Final on July 19, 2026. The match window runs 37 days, from June 13 through July 19.

The NYNJ Host Committee projects more than 1.2 million visitors to the region during the tournament, with an estimated \$3.3 billion in total regional economic activity and 26,000 jobs generated. The group stage alone features powerhouse matchups: Brazil vs. Morocco on opening day, France vs. Senegal, England vs. Panama, and Ecuador vs. Germany. These are not just games—they are global events that will bring passionate, high-spending fan bases from every continent to our city.

The FIFA World Cup is more than a sporting event. It is a catalyst to complete New York City's post-COVID recovery. Our vision is a strategy that prioritizes public safety through presence, equity through visibility, and vibrancy through creativity—ensuring that the economic benefits of this global event reach every borough, every neighborhood, and every New Yorker, and that the investment pays dividends long beyond summer 2026.

## THE CHALLENGES WE MUST CONFRONT

Opportunity without preparation is just a missed opportunity. I want to be candid with this Committee about the critical challenges that threaten to undercut our city's ability to capitalize on this moment.

### 1. THE LODGING CAPACITY GAP: TEMPORARILY LIFT HOME-SHARING RESTRICTIONS

This is the most urgent issue I want to bring to your attention. New York City faces a serious lodging capacity gap heading into the World Cup, and our current short-term rental restrictions are making it worse.

The NYC Comptroller reported hotel occupancy averaging 88 percent in October and November 2025—during a normal fall season, not a month-long global mega-event. Since Local Law 18 took effect in September 2023, active short-term rental registrations have plummeted to approximately 3,000 citywide, down from more than 38,000 active listings on a single platform in early 2023. That is a more than 90 percent reduction in available visitor lodging outside the traditional hotel market.

Hotels alone cannot absorb a 37-day surge of international visitors. The families traveling from Brazil. The travel groups from Senegal and Morocco. The budget-conscious fans from across the United States. These visitors rely on short-term rentals precisely because hotels are too expensive or too small for their needs. A family of four or five cannot fit into a standard hotel room. Two couples traveling together cannot afford \$500-a-night rooms for a week-long stay.

The economic loss mechanism is brutally simple: a family that cannot find an affordable place to stay in Brooklyn or Queens will rent an apartment in Jersey City instead. Once outside the five boroughs, everything they spend—morning coffee, dinners, retail, local transit—goes with them. New York City ends up subsidizing the economies of its competitors during the very event it worked hard to co-host.

Our preliminary analysis estimates that between 300,000 and 600,000 room-nights of demand may go unmet by current in-city hotel supply, representing between **\$186 million and \$460 million** in visitor spending that leaks to New Jersey and surrounding markets rather than remaining in the five boroughs.

As such, we are asking for a **narrowly tailored, 37-day temporary suspension** of the short-term rental ban for the World Cup window—June 13 through July 19, 2026—to allow platforms like Airbnb and Vrbo to legally connect visitors with available apartments and rooms in the five boroughs. Thirty-seven days is too short to structurally affect the residential rental market, but it may be long enough to recover hundreds of millions of dollars in visitor spending that the city would otherwise forfeit.

Other World Cup host cities are already taking action. Parkville, Missouri, voted to temporarily lift its short-term rental restrictions for the tournament. Dallas, Atlanta, and Kansas City are actively revisiting their regulations. New York City should not be the only host market that chooses to leave money on the table.

## 2. THE FOREIGN ID BOTTLENECK: DON'T LOCK VISITORS OUT OF OUR NIGHTLIFE ECONOMY

There is a second regulatory barrier that could cost our hospitality businesses millions, and it has received almost no public attention. Under current New York State Alcohol Beverage Control Law, foreign driver's licenses are not listed as valid identification for the "affirmative defense" that protects bartenders who serve someone who turns out to be underage. What does that mean in practice? It means that many NYC bars and nightclubs—fearing liability—are planning to reject international driver's licenses during the World Cup.

Think about this: hundreds of thousands of affluent international visitors will arrive in New York this summer. Many will follow the standard safety advice for travelers and leave their physical passports locked in their hotel safe. When they walk into a bar or restaurant in the East Village or Williamsburg with only their foreign driver's license, they will be turned away—not because the bar wants to refuse them, but because the bartender has no legal protection for accepting that ID.

New Jersey has already recognized and solved this problem. Governor Murphy signed the World Cup Hospitality Act, creating special event liquor licenses and modernizing hospitality rules for the tournament. Kansas City successfully passed legislation extending bar hours specifically for the World Cup. New York has done nothing equivalent for the city's bars and nightlife—the very establishments where visitors will spend some of their most discretionary dollars.

We urge this Committee to work with our state delegation to pursue a temporary amendment to ABC Law § 65-b for June and July 2026, adding valid foreign driver's licenses and passport cards to the list of acceptable IDs for affirmative defense purposes. We also support authorizing TSA-approved digital IDs for age verification, and granting liability protection to venues using approved international ID scanner technology. These are low-risk, high-reward administrative fixes that would save our small businesses millions.

On the same note, we ask the Council to consider extended alcohol service hours during the tournament. Visitors from different time zones will be seeking hospitality late into the night. Strict closing times will push commerce to unregulated alternatives. We support designating specific commercial districts as temporary 24-hour zones where noise ordinances are relaxed and late-night dining, markets, and cultural programming can capture the "City That Never Sleeps" energy that defines our global brand.

Following the successful legislative model adopted by fellow host city Kansas City, New York should implement a temporary 5:00 AM liquor service extension for the 2026 World Cup to remain competitive as a global tourism destination and accommodate international viewing schedules

We also support extending the Expanding overnight transit service between 2:00 and 5:00 AM during the tournament would ensure safe, reliable access for the hospitality workers who sustain this economy.

## 3. ENSURING A WELCOMING ENVIRONMENT FOR INTERNATIONAL VISITORS

Tourism and business leaders across the region are expressing growing concern that federal immigration enforcement activity and broader geopolitical tensions could deter international visitors from coming to New York this summer. This is not abstract. International visitors spend four to five times what domestic tourists typically spend. Reports of detained tourists at U.S. borders have received significant media coverage in Europe and Latin America. A prominent European tourism official recently described the cumulative effect as a growing feeling among potential visitors that they are simply not welcome.

NYC Tourism + Conventions has launched an international advertising campaign to counter this perception, but this Council has a role to play. We urge you to make a clear, bipartisan statement that New York City welcomes every visitor to the World Cup, and to work with the administration to ensure that the visitor experience—from airport arrival to neighborhood exploration—reflects the best of what this city stands for.

As part of that effort, we propose an “NYC Welcome Corps”: 500 or more temporary, uniformed Civilian Safety and Hospitality Ambassadors deployed to subways and commercial corridors, with hiring prioritized from CUNY students, NYCHA residents, and local youth. These ambassadors would provide wayfinding assistance, de-escalate friction through presence rather than force, and serve as a welcoming face for international guests and New Yorkers alike. This is a service surge, not a policing surge—and it creates jobs in the communities that need them most.

#### 4. SMALL BUSINESS READINESS AND EQUITABLE ECONOMIC IMPACT ACROSS ALL FIVE BOROUGHES

The economic benefits of the World Cup cannot be allowed to concentrate in Manhattan hotel lobbies and stadium luxury boxes. We must ensure that the rising tide lifts small businesses in every borough. We have already begun this work, and I want the Committee to know what the private sector is doing—and where we need the city’s partnership.

Last year, our Chamber helped launch the Summer of Opportunity Coalition, a group of chambers, BIDs and other organizations designed to maximize the local economic impacts of 2026 summer events throughout the five boroughs. Here are some of our suggestions:

**Economic Visibility and Activation.** The Coalition is working with Live XYZ to scale a real-time, block-by-block map of storefront businesses, public spaces, and events across all five boroughs—a dynamic guide showing visitors exactly where to watch matches, eat, shop, and experience the city. We have also created a free Summer 2026 Live NYC Map allowing any small business to get listed and drive foot traffic. We are asking the city to leverage its own marketing channels to promote this infrastructure and to invest in digital outreach teams that can reduce the digital divide by ensuring every storefront—especially in the outer boroughs—can be found online and promoted to visitors.

**Access to Capital.** Undercapitalized small businesses may struggle to afford the upfront costs of fulfilling World Cup vendor contracts—equipment, inventory, staffing, and compliance expenses. We are asking the administration to partner with local Community Development Financial Institutions to offer affordable loan financing to help small businesses cover these costs, ensuring local vendors are operationally prepared and that major event procurement includes diverse neighborhood businesses.

**Street Activation.** Current restrictions on street fair permits create a missed opportunity. We are asking the city to issue additional permits during summer 2026 for street festivals, block parties, farmers markets, and commercial events that would provide small businesses and vendors with low-barrier opportunities to reach visitors, generate sales, and disperse foot traffic beyond overcrowded tourist areas.

**Micro-Insurance for Pop-Ups.** Small vendors, artists, and pop-ups cannot afford the commercial liability insurance required to rent vacant storefronts or activate public plazas. We are asking the administration to use its leverage to negotiate a bulk, group-rate short-term liability policy—allowing vendors to purchase “by-the-day” or “by-the-week” coverage at a fraction of market cost. The city acts as the broker,

not the insurer. This alone could unlock hundreds of vacant storefronts for temporary use by local entrepreneurs.

**Cultural Fluency.** International visitors may be unfamiliar with U.S. tipping norms, unintentionally reducing earnings for our service workers. At the same time, many small businesses cannot accept international digital payment platforms like Alipay and WeChat Pay, which are commonly used by global travelers. We support a “Support Our Service Workers” tipping education campaign in all tourist materials, and a technical assistance fund to help small businesses upgrade POS systems to accept international digital wallets.

**FIFA Brand Rules and Small Business Protection.** I also want to flag an issue that many small business owners are not yet aware of. FIFA enforces strict “Brand Exclusion Zones”—typically a two-kilometer radius around stadiums and fan sites—where commercial signage, marketing language, and even promotional chalkboard specials are heavily regulated to protect official sponsors. Businesses inside these zones cannot use the words “World Cup,” “FIFA,” or “2026,” display the official logo or mascot, or create any association with non-sponsor brands. A pizzeria can welcome fans, but it cannot advertise a “World Cup Special.” Violations can result in cease-and-desist orders and fines. We need the city to issue clear, plain-language guidelines well in advance so our small businesses understand the rules and can participate in the excitement safely—without fear of aggressive enforcement.

## 5. GLOBAL COMPETITIVENESS: RESTORE TOURISM FUNDING

Finally, I want to address an issue that extends beyond the World Cup but will determine whether we maximize its long-term benefits. NYC Tourism + Conventions is significantly underfunded compared to competitor destinations like London, Las Vegas, and Singapore, and we are losing global market share as a result. Tourism generates the tax revenue that funds housing, transit, and social services. A well-funded tourism bureau is the only entity capable of executing the “borough dispersion strategy”—marketing Brooklyn, Queens, the Bronx, and Staten Island to visitors who would otherwise stay exclusively in Manhattan. We urge the Council to support restored and increased baseline funding for the city’s official destination marketing organization.

## CIVIC VIBRANCY: MAKING THE CITY WORTHY OF THE MOMENT

Beyond the economic and regulatory challenges, the Summer of Opportunity Coalition has developed a set of proposals to ensure that the city itself is vibrant, welcoming, and memorable for the millions of visitors and residents who will experience it. I want to briefly highlight these for the record, as they represent the kind of public-private partnership that can turn a sporting event into a citywide celebration.

We have proposed a “Boroughs of Art” campaign that would work with BIDs and community organizations to administer a capital budget for flags, banners, light pole treatments, and public art across all five boroughs, with a “Call for Artists” that directs marketing dollars to local creators. A “Neighborhood Stage” registry would create a reservation system for musicians and performers at high-traffic public spaces—reducing turf conflicts, distributing entertainment to the outer boroughs, and ensuring artists get paid through QR-code cashless tipping. A “Good Neighbor” public service campaign through LinkNYC, subway ads, and social media would invite residents to be part of the team—combating tourist fatigue with civic pride. And “Green Guardian” youth teams stationed at fan hubs would manage waste diversion, providing fair-wage employment while solving the sanitation challenges that plague large-scale events.

These are not expensive, speculative proposals. They are practical, implementable ideas that create jobs, support artists and entrepreneurs, and make the city a better place—not just for the summer, but permanently.

## OUR SPECIFIC ASKS OF THE COUNCIL

In summary, the Manhattan Chamber of Commerce respectfully asks this Committee and the full Council to take the following actions:

1. **Enact a 37-day temporary suspension of Local Law 18’s short-term rental restrictions** for the World Cup match window (June 13–July 19, 2026), allowing platforms like Airbnb and Vrbo to legally operate in the five boroughs and preventing hundreds of millions of dollars in visitor spending from leaking to neighboring markets.
2. **Work with the state delegation to pass a temporary amendment to ABC Law § 65-b** for June and July 2026, adding foreign driver’s licenses, passport cards, and TSA-approved digital IDs to the list of acceptable identification for alcohol service, and granting safe-harbor liability protection to venues using approved international ID scanner technology.
3. **Authorize extended alcohol service hours and designate temporary 24-hour commercial zones** during the tournament to capture late-night visitor spending, and work with the MTA to expand overnight transit service between 2:00 and 5:00 AM for the hospitality workforce. Extending the alcohol service hours to 5:00 AM for the duration of the World Cup will provide a critical economic boost to NYC’s hospitality industry while allowing international fans to gather and celebrate in a regulated, communal setting.
4. **Issue a clear, public statement that New York City welcomes all World Cup visitors** and fund an “NYC Welcome Corps” of 500+ Civilian Safety and Hospitality Ambassadors deployed to subways and commercial corridors, with hiring prioritized from CUNY students, NYCHA residents, and local youth.
5. **Direct city agencies to coordinate with the Summer of Opportunity Coalition on small business readiness**, including promoting the Live XYZ economic visibility platform, issuing additional street fair permits, partnering with CDFIs on affordable lending, brokering a micro-insurance pool for pop-up vendors, and publishing plain-language guidance on FIFA Brand Exclusion Zone rules.
6. **Restore and increase baseline funding for NYC Tourism + Conventions** to ensure the city can execute a borough dispersion strategy that markets all five boroughs to international visitors and sustains the economic gains of the World Cup beyond summer 2026.

## CLOSING

The 2026 FIFA World Cup is not just a sporting event. It is a test of whether New York City can still seize a global moment and turn it into broad-based economic opportunity for our businesses, our workers, and our communities. Every other host city in this tournament is asking itself the same question we should be asking: What do we need to do *right now* to make sure we don’t leave money, jobs, and momentum on the table?

For New York, the answer starts with unlocking lodging capacity, removing outdated regulatory barriers, and preparing our small businesses to compete. A temporary lift of the short-term rental ban is the single highest-impact action this Council can take before the opening whistle. It costs the city nothing, risks nothing to the long-term housing market, and stands to return hundreds of millions of dollars to the five boroughs. The foreign ID fix, the extended hours, the Welcome Corps, the street activation—these are the complementary moves that turn a good summer into a great one.

The Manhattan Chamber of Commerce and the small businesses we represent are ready to do our part. We are asking you to do yours.

Thank you for your time and your attention. I welcome your questions.



February 27, 2026

The Honorable Virginia Maloney  
Committee on Economic Development  
New York City Council  
City Hall Pk Path  
New York, NY 10007

Dear Chairwoman Maloney and Members of the Committee:

On behalf of the American Hotel & Lodging Association (AHLA), thank you for the opportunity to provide comment on the impact of the upcoming FIFA World Cup on the New York City hotel industry.

AHLA is the national association representing all segments of the U.S. lodging industry, including hotel owners, real estate investment trusts, leading brands, franchisees, management companies, independent properties, bed & breakfasts, and industry suppliers.

The New York City hotel industry is not simply a segment of the tourism economy – it is a cornerstone of the New York City economy. It supports 61,727 direct hotel jobs in New York City alone and generates approximately \$4.9 billion annually in local, state, and federal tax revenue.<sup>1</sup>

Nationally, the hotel industry in 2026 is projected to generate \$805 billion in guest spending and \$87 billion in local, state, and federal tax revenue.<sup>2</sup> This hotel-generated tax revenue supports essential services from public safety and sanitation to public schools, roads, and city parks. As U.S. hotels prepare to welcome travelers in 2026 for major events including America250 celebrations and the FIFA World Cup tournament, hoteliers are focused on differentiating their properties, exceeding guest expectations, and doing so while ensuring profitability despite increasing operating costs.

In New York City, hotels are working to meet this challenge. For the second year in a row, New York City leads the nation in expected new-build hotel openings to meet the high demand. However, according to researchers at STR, “Room supply and room demand are still lower than they were in 2019 [pre-pandemic], showing there is still opportunity for further growth.”<sup>3</sup>

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<sup>1</sup> <https://www.ahla.com/resource/2026-state-industry>

<sup>2</sup> <https://www.ahla.com/resource/2026-state-industry>

<sup>3</sup> [https://www.costar.com/products/str-benchmark/resources/press-releases/nyc-phoenix-projected-open-most-hotel-rooms-2026?utm\\_campaign\\_id=818a51ca-1843-4102-a445-68908e61a39d&gad\\_source=1&gad\\_campaignid=22307091991&gbraid=0AAAAAD1YTcJV\\_Ukeum7371Qx5T-Bmu5u7](https://www.costar.com/products/str-benchmark/resources/press-releases/nyc-phoenix-projected-open-most-hotel-rooms-2026?utm_campaign_id=818a51ca-1843-4102-a445-68908e61a39d&gad_source=1&gad_campaignid=22307091991&gbraid=0AAAAAD1YTcJV_Ukeum7371Qx5T-Bmu5u7)

## **Cost Pressures and Risk Factors**

Heading into 2026, hotel operators face a cost environment driven less by market cycles and more by policy and regulatory decisions. Unlike prior periods in which expenses rose and fell with inflation or demand, many of today's cost drivers are cumulative, mandated, and largely outside operators' control.

Over the past five years, operating costs have increased roughly four times the rate of revenue growth.<sup>4</sup> Operating costs have risen significantly across nearly every category, including labor, utilities, insurance, food and beverage inputs, and compliance expenses. Nationally, gross operating profit per available room (GOPPAR) - a common economic indicator to assess industry health - is projected to reach only 90% of 2019 levels in 2026.<sup>5</sup> To put it more simply - it is more expensive to run a hotel today and revenues are not keeping pace with expenses.

This is particularly felt in New York City, where hotels face some of the highest operating costs in the nation. High property taxes and one of the most highly regulated labor markets in the country leads to mandated cost increases. When layered on top of inflation and increasing construction and development costs, operating a hotel becomes extremely challenging if not untenable. These cumulative cost pressures limit reinvestment, slow development, and can ultimately suppress job growth.

Beyond labor and compliance, trade policy is adding another layer of cost pressure. While the impact of the recent Supreme Court ruling remains to be seen, the 2025 tariffs on imported furniture, fixtures, appliances, steel, aluminum, lumber, and building materials directly raise the cost of hotel renovations, refresh cycles, and new construction. These higher capital costs arrive at a time when interest rates remain elevated, making financing more expensive and delaying projects critical to maintaining consumer expectations and brand standards. Even routine replacements such as case goods, kitchen equipment, and vanities are now materially more expensive due to tariff-driven supply chain impacts. Furthermore, the uncertainty around trade policy makes it challenging for hotels to plan and budget upgrades.

## **International Travel Remains Below Pre-Pandemic Levels**

Rising costs are not the only challenge facing the hotel industry. While domestic travel continues to slowly rebound, international travel continues to decline from previous years for a variety of reasons outside of hotel operators' control. Where international travel increased in every other major travel destination outside of the United States, in 2025, international inbound dropped 6%

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<sup>4</sup> <https://www.ahla.com/resource/2026-state-industry>

<sup>5</sup> <https://www.ahla.com/resource/2026-state-industry>



to the United States, resulting in the loss of billions of dollars.<sup>6</sup> This creates significant impacts to New York City's economy.

According to NYC Tourism + Conventions, international visitors make up 20% of the city's travelers, but they account for 50% of all visitor spending.<sup>7</sup> In October 2025 alone, Canadian visitors to the U.S. by air fell by 24% and visitors by automobile fell by 31%.<sup>8</sup> Historically, international travelers account for approximately 15.5% of U.S. travel spending and spend on average \$4,000 per trip — significantly more than domestic travelers.<sup>9</sup>

As hotels prepare to welcome the world for the FIFA World Cup, we believe that there is great opportunity to draw in both international and domestic travelers as long as the right policies are in place. The American Hotel & Lodging Association and the hotel industry broadly stand in partnership with the New York City Council to ensure this unique opportunity benefits our workers, small businesses, and the communities we serve.

If you have any questions, please do not hesitate to contact me at [sbratko@ahla.com](mailto:sbratko@ahla.com).

Sincerely,

Sarah R. Bratko  
Vice President & Policy Counsel  
American Hotel & Lodging Association

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<sup>6</sup> <https://wtcc.org/news/us-economy-set-to-lose-12-5bn-in-international-traveler-spend-this-year>

<sup>7</sup> <https://www.northstarmetingsgroup.com/News/Convention-and-Visitor-Bureaus/New-York-City-Downgrades-Tourism-Forecast-2025#:~:text=Domestic%20visitors%20are%20expected%20to,percent%20of%20all%20visitor%20spending>.

<sup>8</sup> <https://comptroller.nyc.gov/reports/annual-state-of-the-citys-economy-and-finances-2025/>

<sup>9</sup> [www.ustravel.org/sites/default/files/2023-04/answersheet\\_2023\\_final.pdf](http://www.ustravel.org/sites/default/files/2023-04/answersheet_2023_final.pdf)

February 27, 2026

**Testimony of the New York City Hospitality Alliance to the New York City Council Committee on Economic Development Oversight Hearing on 2026 FIFA World Cup Preparations (T2026-0993)**

On behalf of the New York City Hospitality Alliance, a nonprofit trade association representing thousands of restaurants, bars, and nightclubs across the five boroughs, we respectfully submit the following testimony.

The 2026 FIFA World Cup presents a once-in-a-generation opportunity for New York City. With matches taking place in our region, the global spotlight will shine brightly on our city. Our hospitality industry stands ready to welcome visitors from around the world and ensure their experience is memorable, safe, and uniquely New York.

We recognize there is significant work ahead. Planning for the World Cup transitioned from one mayoral administration to a new one, and that inevitably creates challenges. We are encouraged by the City Council's engagement and by Mayor Mandani's enthusiasm and commitment to making this event a success. However, enthusiasm must be matched with execution. The City must commit the proper financial resources, staffing, interagency coordination, operational planning, and marketing support necessary to deliver a seamless, world-class experience. Without adequate funding and sustained coordination, the opportunity before us could be diminished.

We are working closely with a broad coalition of stakeholders, including NYC Tourism + Conventions, the Mayor's World Cup Czar, ABNY, and interagency partners, chambers of commerce, business improvement districts, merchant associations, and community organizations. Collaboration across sectors will be essential to ensure that the benefits of this global event reach neighborhoods in all five boroughs.

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**Ensuring Economic Opportunity Across the Five Boroughs**

Our priority is to ensure that restaurants, bars, nightlife venues, and their workers meaningfully benefit from the excitement and economic activity generated by the World Cup. Small, independent establishments are the backbone of our communities. Visitors must be encouraged – through coordinated marketing and programming – to explore neighborhoods across the city.

New York City's hospitality industry represents cuisines from virtually every participating World Cup nation. From West African restaurants in the Bronx to Latin American eateries in Queens, from European cafés in Manhattan to Caribbean establishments in Brooklyn and Staten Island, our dining scene reflects the very countries competing in this tournament. This is an unparalleled opportunity to showcase New York as the culinary capital of the world.

We urge the City to invest in and promote World Cup–themed restaurant initiatives, including hosting an official food festival that highlights our culinary diversity and supporting borough-based cultural culinary events celebrating participating nations. Government support – including funding, promotion, and streamlined permitting – is essential to make these initiatives impactful. Neighborhood viewing celebrations and food-centered programming can generate meaningful economic activity well beyond official stadium events. The goal should be to ensure that all neighborhoods have the opportunity to benefit and celebrate.

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### **Transportation, Public Safety, and After-Hours Planning**

Reliable public transportation – particularly late-night service – will be critical for both visitors and workers. Restaurants and bars depend on staff being able to travel safely to and from work, especially before, during and after match times.

Visitors will also need safe and reliable transportation, along with visible greeters, ambassadors, and information teams to provide directions and promote activities happening throughout the city – similar to the coordinated efforts when the Super Bowl was hosted at MetLife Stadium. Clear public safety planning, sanitation coordination, and 24/7 operational strategies must be properly funded and clearly communicated.

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### **Community Screenings and Regulatory Flexibility**

We strongly encourage continued proactive outreach, small businesses, merchant associations, community groups, and BIDs understand how to host street events, outdoor screenings, and community celebrations. The City should streamline permitting processes and provide clear, multilingual guidance well in advance of the tournament.

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### **Inclusive Promotion of Small Businesses**

The City should work with experienced partners such as Live XYZ – which already collaborates with multiple City agencies – to map, coordinate, and promote small business World Cup programming across the five boroughs. It is important that not only official City events receive promotion, but also the countless independent restaurants and bars hosting viewing parties, themed menus, and cultural celebrations.

With proper funding, inclusive marketing, and thoughtful coordination, this event can drive real economic benefits into neighborhood corridors citywide.

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**Conclusion**

The World Cup is more than a sporting event – it is a global cultural celebration. With adequate government funding, operational readiness, regulatory flexibility, and inclusive outreach, New York City can ensure this moment benefits small businesses, workers, and communities in every borough.

Our restaurants and bars are ready to welcome the world – and to showcase the extraordinary culinary and cultural diversity that defines New York City.

We look forward to continuing to work with the Council, the Administration, and our many partners to make the 2026 FIFA World Cup a success for all New Yorkers.

Thank you for the opportunity to testify. If you have comments or questions, we are reachable at [arigie@thenycalliance.org](mailto:arigie@thenycalliance.org)

Thank you for the opportunity to testify.

## THE NEW YORK CITY COUNCIL

### Committee on Economic Development

Virginia Maloney, Chair | Members: Alexa Avilés; Chris Banks; Amanda C. Farías; Jennifer Gutiérrez; Kevin C. Riley; Shanel Thomas-Henry

HEARING: Friday, February 27, 2026 | 1:00 PM 250 Broadway – 8th Floor – Hearing Room 1

AGENDA ITEM: T2026-0993 – Oversight: 2026 FIFA World Cup Preparations.

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Chair Maloney, Members of the Committee, thank you for the opportunity to testify. My name is Gonzalo Casals, and I am testifying on behalf of the Culture & Arts Policy Institute.

The New York City Comptroller's office has established that the creative sector generates \$110 billion annually – 13 percent of the city's total economic output<sup>1</sup> and employs over 326,000 people, paying out \$30.4 billion in wages—most of which go to city residents and are recirculated locally.

New York City holds an astonishing 12 percent of all U.S. creative industry jobs despite accounting for less than 3 percent of total national employment.<sup>2</sup> Advocacy and service organizations officially recognize arts and culture as the number one driver of tourism in New York City.<sup>3</sup>

The question before this Committee is whether the City will leverage this global tournament and our local cultural infrastructure to drive core economic development, or leave money on the table by treating culture as merely peripheral programming.

The 2026 FIFA World Cup is projected to generate a massive \$3.3 billion in economic activity for the NY/NJ region, draw over 1.2 million visitors, and generate \$431.9 million in state and local tax revenues.<sup>4</sup> To maximize this windfall, we recommend that the City use the World Cup as a coordinated cultural catalyst. Specifically, the City should partner with civil society to extend FIFA 2026 beyond stadiums into a structured, citywide cultural celebration rooted in neighborhoods across all five boroughs.

Throughout the tournament, New Yorkers and visitors should experience hundreds of free concerts, events in parks and plazas, Open Streets, libraries, and cultural institutions.

This approach would generate an immediate neighborhood-level economic impact by capturing visitor foot traffic across all five boroughs, supporting small businesses, and strengthening the hospitality sector. To understand this potential, consider the local multiplier effect: a study of NYC's small-venue theaters found they have an economic multiplier of 2.2. This means that for every \$1 generated by a local cultural venue, an

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<sup>1</sup> Office of the New York City Comptroller. (2019). The creative economy: Art, culture and creativity in New York City. <https://comptroller.nyc.gov/reports/the-creative-economy/> and at libraries

<sup>2</sup> Center for an Urban Future. (2025). Creative New York. [https://nycfuture.org/pdf/CIUF\\_CreativeNY\\_Report\\_9.pdf](https://nycfuture.org/pdf/CIUF_CreativeNY_Report_9.pdf)

<sup>3</sup> Dance/NYC. (2024). Testimony to City Council Committee on Consumer and Worker Protection Hearing. <https://www.dance.nyc/news/2024/06/Testimony-to-City-Council-Committee-on-Consumer-and-Worker-Protection-Hearing>

<sup>4</sup> NYNJ Host Committee. (2025). FIFA World Cup 2026™ New York New Jersey Host Committee Announces \$3.3 Billion in Economic Impact for the Region. <https://nynjwc26.com/press-releases/3-billion-in-economic-impact/>

additional \$1.20 circulates in surrounding neighborhood businesses—a return significantly higher than the 1.65 multiplier seen in broader media and entertainment.<sup>5</sup>

Crucially, this initiative would also create paid opportunities for artists and cultural workers. The tournament is expected to support over 26,000 jobs and generate \$1.3 billion in labor income. We must ensure this wealth is distributed equitably to workers across the City.

Implementation should occur through a city-led public-private partnership, with matching funds and defined roles for borough-based cultural anchors. One designated anchor organization per borough would provide fiscal sponsorship, coordination, and subgrants to local partners, to ensure coherence and equitable distribution. Centralized branding and streamlined permitting would guarantee visibility, while borough stewardship would ensure local relevance and accountability.

The City has committed \$34 million in the FY 2026 Executive Budget, specifically designated for FIFA World Cup 2026 planning.<sup>6</sup> That investment must generate measurable, citywide economic returns. If structured intentionally, this tournament can strengthen neighborhood commercial corridors, bolster the hospitality industry, and invest directly in New York's creative workforce.

The World Cup will come and go. What remains is the civic infrastructure we build. If the City treats culture as economic development infrastructure—designed, funded, and governed intentionally—the benefits will extend far beyond the final match.

Thank you.

Testimony of Gonzalo Casals, Co-Director, Culture & Arts Policy Institute

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<sup>5</sup> Mayor's Office of Media and Entertainment. (2019). New York City small theater industry cultural and economic impact study. <https://www.nyc.gov/assets/mome/pdf/mome-small-theater-study-2019.pdf>

<sup>6</sup> Office of the New York City Comptroller. (2025). New York by the numbers: Monthly economic and fiscal outlook no. 101 - May 2025. <https://comptroller.nyc.gov/wp-content/uploads/2025/05/Monthly-No.-101-May-2025.pdf>



## INDEPENDENT DRIVERS GUILD

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### Independent Drivers Guild Testimony, 2/27 FIFA Hearing

The Independent Drivers Guild is a driver-led advocacy organization representing 80,000 for-hire vehicle drivers in New York City and over 250,000 drivers across New York, New Jersey, Connecticut, Illinois, and Florida. Founded in 2016, we are the leading driver organization in the nation—Uber and Lyft workers united for a fair industry. Our members will be a critical part of moving fans, visitors, and workers to and from MetLife Stadium and across the region during the 2026 FIFA World Cup. They are ready to do their part. What we're asking today is that the City do theirs.

Our concerns boil down to three practical asks. First, designated pick-up and drop-off staging areas where drivers can lawfully wait for a passenger without fear of being ticketed or subject to heavy-handed enforcement. If this City wants for-hire vehicles to efficiently move large numbers of people in and out of World Cup venues, it has to create the conditions that make that possible. Second, extended bus lane access following late matches. In Brooklyn, bus lane restrictions operate on a 7 AM to 7 PM schedule. We are asking the City to evaluate whether that enforcement standard, or similar flexibility, can be applied in corridors serving World Cup venues after late matches to accelerate post-match dispersal and reduce gridlock. Third, clear, advance signage throughout the event footprint so drivers know where FIFA zones are, which lanes are available, and where they can legally wait or drop off. This is low-cost, high-impact, and benefits everyone on the road.

None of this is unreasonable. Designated staging, extended lane flexibility after late matches, and plain-language signage are operational decisions that can and should be made before the first match kicks off. Our members will be on the road before dawn and after midnight making this event function. We are asking only that the City meet us with the same level of preparation and good faith our drivers will bring to every shift.

The Independent Drivers Guild is prepared to work with the City, the FIFA Local Organizing Committee, and all relevant agencies to get this right. The time to do that work is now.

Michele Dottin - Education Director

# Local 100 UNITE HERE!

275 Seventh Avenue, 16<sup>th</sup> Floor • New York, NY 10001 • 212 541-4226 • Fax: 212 399-3005 • [www.unitehere100.org](http://www.unitehere100.org)  
José Maldonado, President • Sussie Lozada, Secretary Treasurer

## UNITE HERE Local 100 Testimony, 2/27 FIFA Hearing

UNITE HERE Local 100 represents tens-of-thousands of hospitality workers in New York City and the surrounding region. Our diverse members span many of the iconic sites New Yorkers know and love, large stadiums, where staff create memorable experiences for all who attend. Our members will be the people who will be on-the-ground when the global community arrives for the 2026 FIFA World Cup in New York. Our members want this tournament to go well and for visitors to leave thinking New York delivered something special.

What we're asking for isn't complicated or difficult. Our concerns boil down to this: if a contractor is doing World Cup-related work, there need to be enforceable labor standards attached to that contract. Existing collective bargaining agreements must be honored. Workers who want to organize shouldn't face interference. Subcontracting chains need to be transparent so there's no question about who employs who, and who's responsible when something goes wrong. What we're saying and asking for can't be aspirational statements buried in a press release. The things we're concerned with are critical for the well-being of our members, their family-sustaining jobs, and need to be binding, legally enforceable, with real oversight behind them.

We would be doing a disservice to our members, to this process, and the City of New York if we didn't say plainly what we've seen happen before. Multinational events, generally, have a low-road track record. Large groups will say the right thing to secure an RFP and then leave the communities they made big promises to behind. An element of that is low-road subcontracting, a practice where wage structures that don't come close to matching the scale of the event, along with health and safety conditions nobody would accept if cameras were pointed at them, pass as acceptable. New York should not be the next city where that happens. A world class event requires wage-and-hour standards commensurate with global excellence.

These aren't abstract concerns. The people we represent will staff the stadiums. Our members will prepare the food, run the concessions, clean the facilities; they will be the first face a visitor sees (with a smile) and the last person to leave when the night is over. The work our members perform, *because they're also on-stage*, takes skill, training, and deserves stability. Treating these jobs as interchangeable or temporary, bodies to fill a schedule during a busy few weeks, is not acceptable; beyond that, it's not consistent with what this city says it stands for.

New York has an opportunity here to not just host a successful tournament but demonstrate a city can do this right; that you can run a mega-event without running over the people who make it work. This isn't abstract. Just last week, FIFA canceled their fan festival in Liberty State Park, sacrificing thousands of hours for hard-working union members, and undermining the wage floor for the event writ large. UNITE HERE Local 100 is prepared to be a proactive partner, but partnership is predicated on our members' interests in the room, on-paper, and memorialized in a contract.

## **Testimony: Economic Development Committee Oversight Hearing on the 2026 FIFA World Cup Preparations, February 27 2026**

Thank you for hosting this hearing today. I am Annabel Short, Principal at It's Material, and Senior Lead for Youth Journalism with the Center for Sport and Human Rights.

Today I want to emphasize one element of the economic and cultural opportunity of the World Cup. And that's creative and youth media.

The World Cup will come and go in a flash! But like all major events it's the memories of who people were with in the moment, where they were, and the point in their lives when it happened, that remain.

I think there's a huge opportunity for us to ensure that the story that is told of this World Cup is one that reflects the diversity of the experiences of New Yorkers. Whether those experiences are good, bad, or in-between and whether they take place in homes, parks, workplaces, classrooms or the streets. A few will make the stadium but we all know tickets are expensive and hard to come by!

So I would love to see the city and the council really harness and invest in its local community media outlets and its storytellers, particularly young storytellers.

This can then be part of a World Cup legacy, of continued creative media at the intersection of sports, major events and people's daily lives.

There are two ways I am currently working on this and would love to invite you to engage.

One is through "[World Cup Memory](#)". It has a particular emphasis on [Queens](#) (it's "the World's Borough" after all), but people in all boroughs are welcome! World Cup Memory is a platform for people to share memories of past World Cups, hopes for this one, and then experiences of this one when it happens, both digitally and at in-person community events and watch parties. The idea is to engage deeper than the excitement of the moment and to create a record for posterity.

The second is through [Generation 2026: Youth Media Forward](#) which I am running with the Centre for Sport and Human Rights. Since 2024 we have been working with teen reporters and creators in four of the World Cup host cities - New York New Jersey, Guadalajara, Toronto and Los Angeles - supporting them in reporting stories on sports in their lives, neighborhoods and beyond. Their ideas and perspectives are unique and inspirational. I would love to see this scale. We have a [guide](#) for youth media programs and high schools available in English and Spanish that I am happy to share.

The 2026 World Cup is on an unprecedented scale. It comes with lots of risks that have to be managed (I'm working on those too!). It also comes with a major opportunity to deepen and strengthen creative engagement with New Yorkers throughout the five boroughs.

**THE COUNCIL  
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_

in favor  in opposition

Date: \_\_\_\_\_

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Name: Justin Kreamer

Address: \_\_\_\_\_

I represent: NYC EDC

Address: \_\_\_\_\_

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Name: TAREK PERREW

Address: \_\_\_\_\_ BROOKLYN, NY

I represent: NYC FOOTY & THE FOOTY LEAGUE

Address: \_\_\_\_\_ BROOKLYN NY

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THE CITY OF NEW YORK**

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Name: Xiomara Loarte; Chief of Staff, NYC CLC

Address: \_\_\_\_\_

I represent: NYC CLC

Address: XLoarte@Nycclc.org

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Name: Yudelina Santiago

Address: [Redacted] NY NY 10029

I represent: HTC

Address: \_\_\_\_\_

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Name: Michael Rodriguez (PLEASE PRINT)

Address: [Redacted]

I represent: Hotel Trades Council

Address: \_\_\_\_\_

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(PLEASE PRINT)

Name: Jeffrey LeFrancois

Address: 32 Gansevoort Street

I represent: NYC BID Association

Address: \_\_\_\_\_

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in favor  in opposition

Date: 2/27/26

(PLEASE PRINT)

Name: Jean-Homer Laurure

Address: \_\_\_\_\_

I represent: Unite Here Local 100

Address: \_\_\_\_\_

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Date: 2-27-2026

(PLEASE PRINT)

Name: Ariana Dale

Address: 55 Liberty St

I represent: Equality League (NGO)

Address: \_\_\_\_\_

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(PLEASE PRINT)

Name: Noemi Maribel Fox

Address: \_\_\_\_\_

I represent: Equality League (NGO)

Address: \_\_\_\_\_

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 in favor  in opposition

Date: 2/27/26

(PLEASE PRINT)

Name: MICHELE DOTTIN - IDG

Address: 41-09 36<sup>th</sup> Street, LIC NY 11101

I represent: Independent Drivers Guild

Address: \_\_\_\_\_

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I intend to appear and speak on Int. No. \_\_\_\_\_ Res. No. \_\_\_\_\_  
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Date: \_\_\_\_\_

(PLEASE PRINT)

Name: GONZALO CASALS

Address: \_\_\_\_\_

I represent: CULTURE & ARTS POLICY INSTITUTE

Address: \_\_\_\_\_

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Date: 02/27/26

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Name: ANNABEL SHORT

Address: \_\_\_\_\_ ASTORIA

I represent: ITS MATERIAL NY 11103

Address: \_\_\_\_\_ NY 11108

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in favor  in opposition

Date: 2/27/26

(PLEASE PRINT)

Name: WARREN GARDNER

Address: 130 5<sup>th</sup> Avenue NY NY

I represent: Airbnb

Address: \_\_\_\_\_

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Date: \_\_\_\_\_

(PLEASE PRINT)

Name: MINKY WORDEN

Address: \_\_\_\_\_

I represent: Human Right Watch

Address: 350 Fifth Ave

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in favor  in opposition

Date: \_\_\_\_\_

(PLEASE PRINT)

Name: Nancy Mammama / Admin

Address: \_\_\_\_\_

I represent: \_\_\_\_\_

Address: \_\_\_\_\_

Please complete this card and return to the Sergeant-at-Arms