

FIFA World Cup 2026™

The World Cup runs on more than stadiums.

Assignment

Plan and deliver temporary infrastructure across 150 ancillary venues for the FIFA World Cup 2026™, spanning three host countries.

Background

Delivering the FIFA World Cup 2026 takes a lot more than getting the stadiums ready. Across three host countries, the U.S., Canada, and Mexico, 150 ancillary venues also need temporary infrastructure to run: fleet depots, team training sites and base camps, and team hotels. Each one has its own requirements, contacts, schedules, and site conditions, and the infrastructure runs through country-specific suppliers. All of it has to be tracked and delivered while the requirements and timelines keep changing. BaAM Productions needed someone who could hold all of that and turn it into a plan the team could deliver.

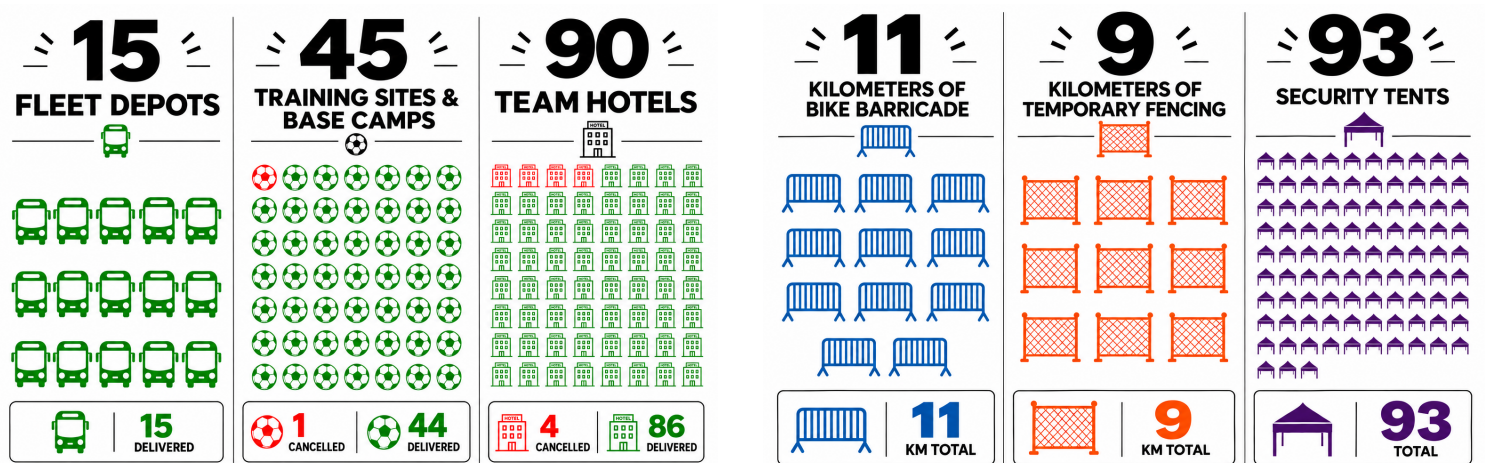
My Role

I was the Ancillary Venues Manager, contracting through BaAM Productions. I led the planning and coordination of temporary infrastructure across all 150 venues in the U.S., Canada, and Mexico, connecting the overall delivery plan to the details at each site. I worked with BaAM's internal teams, venue reps, tournament stakeholders, and multiple suppliers to pin down requirements, track progress, and sort out problems before they put deadlines at risk. I was the steady point of contact for the program, the person who held the full picture and kept the work moving.

Approach

The job came down to one idea: give a fast-moving, three-country operation a single plan everyone could run on. I built the systems and relationships to manage all 150 venues as one program instead of 150 separate ones.

- **One source of truth** – My first job was turning a big, constantly changing pile of information into something the team could use. I built a master tracking system that held it all in one place: every venue, security contacts, infrastructure requirements and quantities, each supplier and what they owned, install schedules, and delivery status. It gave everyone one reliable place to see the full scope, catch what was missing, and spot where venues depended on each other.



- **Site information sheets** – From that master data, I built a site information sheet for each location, so everyone working a venue had the same facts in the same format.
- **Coordination and delivery** – With the systems in place, I ran the daily work of getting venues ready: building relationships, confirming site requirements, reconciling conflicting information, tracking installs across three countries, and chasing down gaps and open decisions before they became problems.
- **Steady Leadership** – A lot of this was complicated behind the scenes. My job was to make it feel organized and manageable for the people counting on it, and to keep it moving with calm, ease, and grace.

Outcomes

- 145 of the 150 venues received their temporary infrastructure, and 5 were cancelled from the program, with escalations kept to a minimum throughout.
- Delivered across all three host countries, the U.S., Canada, and Mexico, coordinating country-specific suppliers end to end.
- Commodities delivered included 11 kilometers of bike barricade, 9 kilometers of temporary fencing, and 93 security tents.
- BaAM had one reliable source of project information and clear visibility across venues, suppliers, commodities, and timelines, with the flexibility to respond fast when requirements changed.

Credits: BaAM Productions, Keith Davenport (FIFA Integration), Marsha Groome (Permits), Louis Marrone (Project Oversight), Meredith Allen (Head of Overlay Central Planning at BaAM Productions), Carole Bourdon (Senior Director, Project Management & Compliance at BaAM Productions)

