

File No.: 2026-342

August 14, 2026

s.22(1)

Dear s.22(1)

Re: **Request for Access to Records under the Freedom of Information and Protection of Privacy Act (the "Act")**

I am responding to your request of April 17, 2026 under the ***Freedom of Information and Protection of Privacy Act*** for:

Regarding the Blackfin review of the FWC26 sponsorship program, record of reports and presentations about the review, including, but not limited to, cost/benefit analyses, assessments, and recommendations. Date range: January 5, 2026 to April 16, 2026.

All responsive records are attached. Some information in the records has been severed (blacked out) under s.17(1) of the Act. You can read or download this section here: http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/96165_00.

Under Part 5 of the Act, you may ask the Information & Privacy Commissioner to review any matter related to the City's response to your FOI request by writing to: Office of the Information & Privacy Commissioner, info@oipc.bc.ca or by phoning 250-387-5629.

If you request a review, please provide the Commissioner's office with: 1) the request number (2026-342); 2) a copy of this letter; 3) a copy of your original request; and 4) detailed reasons why you are seeking the review.

Yours truly,

Kevin Tuerlings, FOI Case Manager, for

[Signed by Kevin Tuerlings]

Siân Madsen, MA, MAS
Acting Director, Access to Information & Privacy

If you have any questions, please email us at foi@vancouver.ca and we will respond to you as soon as possible. You may also contact 3-1-1 (604-873-7000) if you require accommodation or do not have access to email.

Encl. (Response package)

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Summary of Findings

2026 FIFA World Cup Sponsorship Review

Prepared for:
City of Vancouver

By
James Douglas



January 27, 2026

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Background

The Host City Commercial Program was developed by FIFA specifically for World Cup 2026. It was intended to allow host cities to generate revenue to partially offset expenses associated with satisfying their obligations under the Host City Agreement. Broadly speaking, the program provides host cities with a non-exclusive right to sublicense certain rights to participating entities for the purpose of promoting a sponsorship relationship between a Host City Supporter Brand (specific IP created by FIFA to differentiate a host city program from FIFA World Cup intellectual property) and the Host City/Host Committee. Initially, host cities viewed the program as a valuable opportunity, however, as more detail has come to light, every host city's ability to leverage the commercial benefits of the FIFA World Cup has been limited due to conditions placed by FIFA on the monetization opportunities afforded under the Host City Commercial Program.

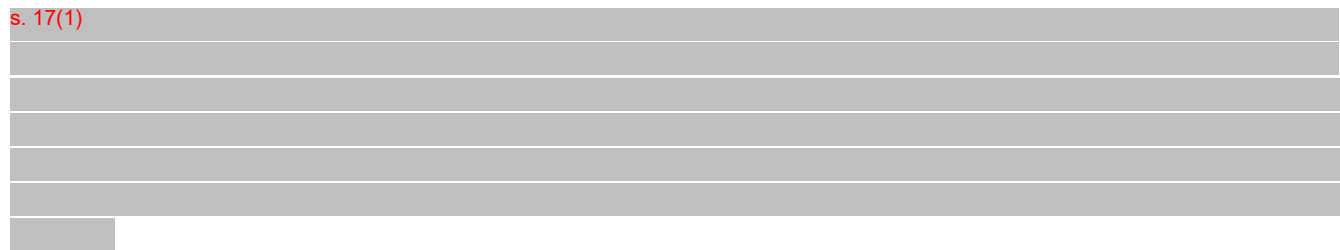
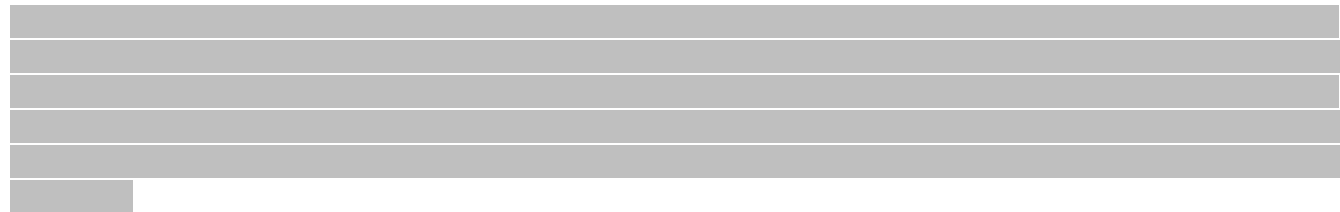
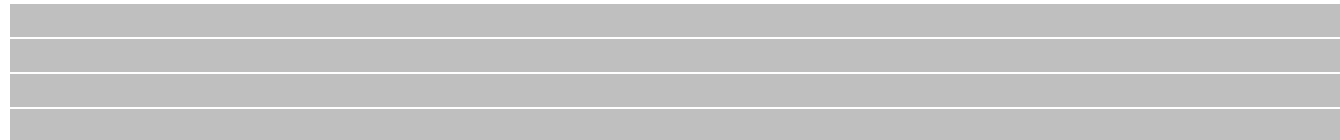
At the time of its conception, the parameters of the Host City Commercial Program relating to industry category exclusivity, asset mix and ability to leverage the intellectual property within the market were not fully known. The Host City Rights Agreement brought some clarity to the program structure and permitted each host city to create Supporter and Donor categories that could be sold to prospective partners.

To facilitate the sale of the Host City Supporter and Donor sponsorship rights, the City of Vancouver (COV) engaged B.C. Pavilion Corporation (PavCo) to design, lead and execute the Host City Commercial Program. PavCo's work includes marketing and selling the Supporter and Donor (now known as Champions) programs, and servicing of secured sponsorships in respect of which benefits will be activated in the period leading up to, and through to the end of, the 2026 FIFA World Cup event.

The COV engaged this review to assess the performance, viability, and risk profile of the FIFA World Cup 2026 Supporter and Champions programs, being those specific elements of the Host City Commercial Program that are being delivered by PavCo on behalf of the City (referred to in this report as the "Sponsorship Program"). Our review encompassed an extensive examination of documents and agreements and a comprehensive set of interviews/consultations with representatives from the COV, Province of B.C. and PavCo.

Executive Summary

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FIFA World Cup 26 Sponsorship Program Evaluation

SECTION 1 — Discovery

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- The chart displays the percentage of respondents who believe that the U.S. should take action to address climate change, categorized by three main groups: 'U.S. should take action', 'U.S. should not take action', and 'U.S. should take action, but only if other countries do'. Each group contains several bars representing different sub-groups of respondents, with the length of the bar indicating the percentage of respondents in that group who believe the U.S. should take action.
- | Group | Sub-group | Percentage (%) |
|---|-----------|----------------|
| U.S. should take action | Group 1 | ~78 |
| | Group 2 | ~92 |
| | Group 3 | ~85 |
| | Group 4 | ~80 |
| | Group 5 | ~98 |
| | Group 6 | ~60 |
| | Group 7 | ~96 |
| | Group 8 | ~45 |
| | Group 9 | ~70 |
| | Group 10 | ~82 |
| U.S. should not take action | Group 1 | ~25 |
| | Group 2 | ~15 |
| | Group 3 | ~92 |
| | Group 4 | ~90 |
| | Group 5 | ~65 |
| | Group 6 | ~98 |
| | Group 7 | ~97 |
| U.S. should take action, but only if other countries do | Group 1 | ~18 |
| | Group 2 | ~85 |
| U.S. should not take action | Group 1 | ~25 |
| | Group 2 | ~15 |
| U.S. should take action, but only if other countries do | Group 1 | ~70 |
| | Group 2 | ~95 |
| U.S. should not take action | Group 1 | ~50 |
| | Group 2 | ~98 |
| | Group 3 | ~35 |
| U.S. should take action, but only if other countries do | Group 1 | ~50 |
| | Group 2 | ~85 |

[illegible]

1.2 Program Structure Summary

The Sponsorship Program is designed to allow for sponsorship sales through a specific Host City sponsorship framework, which operates alongside, but separately from, FIFA's main commercial activities. This structure, a first for FIFA, grants specific rights to the Host City to generate local revenue to offset hosting costs.

Key Operational Aspects

There are two specific sponsorship opportunities that FIFA has created:

- Host City Supporter Program: COV is permitted to sign up a limited number of local companies (maximum of 10) as "Host City Supporters" These packages are the primary way local businesses can engage commercially.
- Host City Donor Program (now called Champions Program): s. 17(1)

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Sales and Delivery of these programs are being managed by the PavCo team.

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1.3 Key Questions & Unknowns

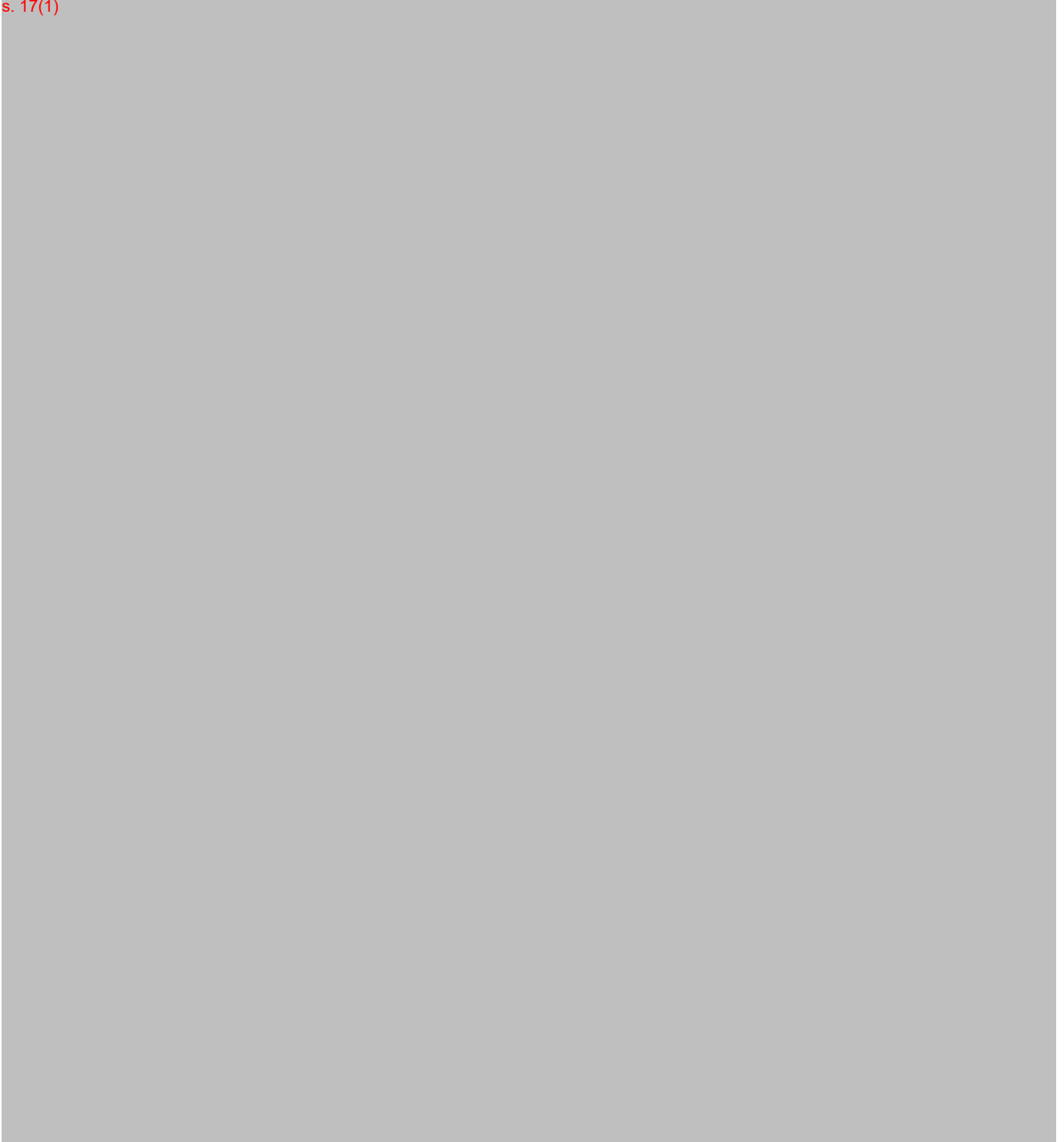
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SECTION 2 — Key Party Consultation

2.1 Stakeholders Interviewed

(List individuals and note interview date & purpose)

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2.2 Insight Matrix

Stakeholder	Revenue Insights	Efficiency & Resourcing	Governance / Oversight	Risks
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Stakeholder	Revenue Insights	Efficiency & Resourcing	Governance / Oversight	Risks
s. 17(1)				

2.3 Thematic Summary

Financial and Revenue Concerns

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Operational Efficiency and Resourcing

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Governance and Oversight Issues

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Risks and Competition

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SECTION 3 — Sponsorship Program Evaluation (Deliverable #1)

3.1 Evaluation of Revenue Generation Framework

The sales framework for the Sponsorship Program is divided into two categories, 1.) Host City Supporters and 2.) Host City Donors (Champions). This was designed by FIFA, s. 17(1)

Host City Supporter Tier Summary:

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- s. 17(1)
 - [Redacted]
 - [Redacted]
 - [Redacted]
 - [Redacted]

Host City Donor (Champions) Tier Summary:

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 - [Redacted]
 - [Redacted]
 - [Redacted]

- [Redacted]
 - [Redacted]
 - [Redacted]

Sales Framework

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- [Redacted]
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- [Redacted]
- [Redacted]
- [Redacted]

Business Development Expense Comparison (*Comparables based on major Canadian professional hockey teams, PavCo amounts adjusted to reflect annual salary)

Role	PavCo	Market Low	Market High	Midpoint	% Above Midpoint
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Type	PavCo	Market Low	Market High	Midpoint	% Above Midpoint
s. 17(1)					

3.3 Evaluation of Risk Management

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SECTION 4 — Revenue Target Validation (Deliverable #2)

4.1 Existing Financial Targets

Original vs. Updated Forecast

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4.2 Assumption Testing

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Remaining Supporter Sales Window

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Post-Final Draw Momentum

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Market Assumptions

Supporters Program

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Champions Program

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Regional Markets

- Alberta and Toronto companies that have a regional presence in Vancouver are receptive to Vancouver hosting value.

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Financial Assumptions

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Expense Discipline

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Sales Conversion Assumptions

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Decision Maker Access

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Risk Assumptions

- Economic Conditions

- Corporate spending remains cautious but not frozen.
- A mild recession risk persists but does not significantly contract hospitality budgets.

Competitive Pressures

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- Tournament Sentiment
- FIFA brand skepticism continues but does not worsen.

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Conclusion of Assumption Testing

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4.3 Revenue Scenarios

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Revenue Stream	Value
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Revenue Stream	Value
s. 17(1)	

s. 17(1)		
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Revenue Stream	Value
s. 17(1)	

SECTION 5 — Recommendations (Deliverable #3)

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In considering these options, we have provided the following summary of advantages and disadvantages of implementation:

	Advantages	Disadvantages
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5.2 Strategic Recommendations

After reviewing the available options and considering the likelihood of the various scenarios playing out, our recommendation is to s. 17(1)

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]