U.S.-Brazil Collaboration Through Sports:
Long-term Use of Facilities After 2014 FIFA World Cup and 2016 Olympic Games

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Executive Summary

The New York University Brazil Consulting Team has a mission to support the U.S. State Department Office of Intergovernmental Affairs in facilitating U.S. and Brazil collaboration through the 2014 FIFA World Cup and 2016 Olympic Games. The objective of this report is to identify key issues and opportunities in Brazilian host cities ahead of the 2014 World Cup and 2016 Rio de Janeiro Olympics. Our recommendations include examples from the US and other countries, and a directory of key contacts with respect to economic and social sustainability.

The report starts with background information on Brazil. This section also discusses how Brazil has used sport mega events to bring in opportunities and accelerate development in economic and social areas. Lessons from the past sport mega events show the significance of the use of facilities in creating legacies in the host cities. This section provides both positive and negative examples. The following section provides five key issues with the use of facilities: underutilized stadiums without a regular tenant, retrofit facilities to accommodate new uses, economic and social risks associated with escalation of stadium costs, accessibility to the local community, and overestimation of economic and social impact of sport mega events. The report then presents two approaches to achieving the facility legacies, namely urban-quarter and community-centered strategies.

Following on the overarching strategies to reach facilities’ legacies, the report provides a set of guidelines to assist with the achievement of long-term economic benefits. In this section the report first presents strategies to maximize stadiums’ commercial potential, by incorporating multiple revenue streams and a wider range of usages, then provides ways to develop the ancillary business to further reach stadiums’ economic potential. At the end of this section, the report provides the example of the 2011 Super Bowl in Indianapolis.

The reports suggest that Brazil can also capitalize on the opportunities provided by the mega events to unlock sport’s potential in facilitating social development and benefiting communities. It also offers the guidelines for policy-making, program development, program management, and stadia management. In addition, successful examples of social development program through sports from the U.S. are provided: LA 84 Foundation, FIFA Soccer Foundation, Indianapolis Near Eastside Legacy Center and Women Sports Foundation. Key successful factors of each example are also identified.
1. Introduction

Objectives
The New York University Brazil Consulting Team has a mission to support the U.S. State Department Office of Intergovernmental Affairs in facilitating U.S. and Brazil collaboration through the 2014 FIFA World Cup and 2016 Olympic Games. The objective of this report is to identify key issues and opportunities in Brazilian host cities ahead of the 2014 World Cup and 2016 Rio de Janeiro Olympics. Our recommendations include examples from the US and other countries, and a directory of key contacts with respect to economic and social sustainability (see Appendix A). Specifically, the report addresses the following questions with regards to the use of post-event sporting facilities in various destinations, which are relevant and applicable to the case of Brazil.

- How can stadiums and other facilities become economically sustainable post-event?
- What must host cities do to ensure that communities enjoy post-event legacies?
- How can sports venues be leveraged to provide long-term benefits to the surrounding community?

Background Information
Brazil has the largest economy in South America. The country is rapidly growing and has improved its macroeconomic stability, building up foreign reserves, and reducing its debt profile by shifting its debt burden toward real denominated and domestically held instruments since 2003 (CIA Factbook). During the global financial crisis in 2008, Brazil was one of the fastest countries to begin a recovery, and in fact, in 2010 the nation’s GDP growth reached 7.5%, the highest rate for the past 25 years (CIA Factbook). Although GDP growth slowed down to 2.7% due to an inflation control in 2011, increased growth is expected for 2012 (CIA Factbook).

Sport mega events can bring enormous benefits to the host nations, particularly in economic and social areas (Atkinson et al; Whitson and Macintosh qtd. in Curi et al 143). Emerging economies, particularly the BRICS (Brazil, Russia, India, China, South Africa) countries, have sought the opportunity of hosting mega events, showing the strong economic status, promoting the countries on a global stage, and enhancing their global profile (Nauright qtd. in Curi et al 141).

Brazil has hosted sport mega events, expecting to bring in opportunities and accelerate development in economic, socio-cultural, and environmental areas (See table 1). Sport mega events are believed to bring enormous benefits to the host cities and countries, such as tourism revenues, national pride, and showcase of the country (Atkinson et al; Whitson and Macintosh...
qtd. in Curi et al 143). The 2007 Pan American Games laid the foundation for bidding on the 2014 World Cup and 2016 Olympic Games.

<table>
<thead>
<tr>
<th>Year</th>
<th>Sport Mega Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>Pan American Games</td>
</tr>
<tr>
<td>2011</td>
<td>Military World Games</td>
</tr>
<tr>
<td>2013</td>
<td>FIFA Confederations Cup</td>
</tr>
<tr>
<td>2014</td>
<td>FIFA World Cup</td>
</tr>
<tr>
<td>2016</td>
<td>Olympic Games</td>
</tr>
</tbody>
</table>

The 2014 FIFA World Cup and the 2016 Olympic Games strive to achieve long-lasting legacies for economic and social development. FIFA Brazil Local Organizing Committee adopted a long-term approach, seeking to provide continuing professional training and capacity building programs for Brazilians after the event (FIFA “Sustainability” 7). The Rio Organizing Committee has a similar approach for the Olympic Games, expecting positive outcomes under four themes including transformation of the city, social inclusion, youth and education, and sports. Improved sports venues and supporting infrastructure for both events is expected to trigger social transformation long after the events, creating long-lasting community benefits.

This report is developed to support and accelerate the cooperation between the Brazilian Government and the U.S. State Department. This study specifically focuses on best practices that are applicable to Brazilian cities to facilitate long-term use of facilities, benefiting the local communities from economic and social perspectives.

### 2. Lessons from Past Mega Events

A major concern is the long-term use of sporting facilities post event. Underutilized stadiums are referred to as “White Elephants,” presenting a problem after the conclusion of mega events. Negative examples can be found in Sydney, where the 90,000-seat Olympic stadium has been seldomly used with an annual operational cost as high as $30 million. In Athens, after the 2004 games most of the Olympic venues remain vacant; as well as in South Africa, ten FIFA stadiums are struggling to generate revenues in order to payoff structural and operational expenses (Zimbalist 11).
Stadiums and venues that are not economically and socially sustainable are common. Several Olympic and FIFA host cities, such as Los Angeles, Atlanta, Munich, Barcelona and Berlin succeeded in using facilities for professional sports, community recreation centers and tourism attractions. For instance, the stadium used for the opening and closing ceremonies in Atlanta was reconfigured into a baseball stadium immediately after the games. The Olympic Park in Munich was transformed for recreational and leisure activities for local residents. The Olympic stadium in Berlin is among the most popular sites attracting thousands of tourists daily. In Barcelona, publicly financed sports facilities remain in use by the local municipality (Brownill 17). Overall, sport facilities must be designed for long-term sustainability, profitability, and integrated into the host city, as well as the surrounding community (Zimbalist 11).

It is important for host cities to avoid negative results by understanding lessons from previous events, then apply guidelines that pertain to the specific location. Revenue generation plays a vital role in keeping facilities operational. Additionally, benefiting the local community is essential for public sporting facilities. The next section identifies key issues with regards to the long-term use of Brazilian sports facilities after 2014 FIFA World Cup and 2016 Olympic Games.

3. Key Issues Regarding the Large-Scale Venues in Brazil

There are a number of key issues facing Brazil ahead of the 2014 World Cup and 2016 Olympic:

Underutilized stadiums without a regular tenant:
Most Brazilian stadiums, used for the World Cup, will have one or more professional soccer teams/clubs as a main tenant. Soccer is the most popular sport in Brazil and communities have incorporated it as part of their culture. However, the local economic reality in the market of professional sports presents a different picture. Brazilian soccer stadiums experience irregular attendance numbers, depending particularly on the importance of games (IDAN 6). According to the Danish Institute for Sports Studies, the new-built Arena Amazônia in Manaus, the Arena Pantanal in Cuiabá, the Estadio das Dunas in Natal, as well as the refurbished Estádio Nacional in Brasilia all have clubs in the Brazilian B, C and D league divisions as anchor tenants, in which the average attendance ranges from 2,000 to 5,600 spectators (IDAN 6).

Retrofit facilities to accommodate new uses:
Construction, in terms of stadium capacity, must follow FIFA and Olympic guidelines. Often, stadiums are too big for tenants to efficiently utilize the facility post-event. Sydney’s Olympic stadium experienced this issue. Events held there did not draw attendance numbers large
enough to offset operational costs. In addition, major improvements and technical upgrading involve considerable costs.

**Economic and social risks associated with escalation of stadium costs:**
Local fans, which regularly attend local league games, have limited spending power due to their economic situation. The local economy, although having experienced growth in terms of job creation, has not improved exponentially the quality of life of lower classes. The immediate post-event risk with regard to revenue generation in Brazilian sport venues is an escalation of ticket prices, as a result of higher amounts of facility debt and obligations to operate new or refurbished facilities.

**Accessibility to the local community:**
Stadiums have an important effect on the urban landscape and surrounding communities (UEFA Guide 7). Sport venues located near downtown are logically more connected with urban fan bases. In Brazilian host cities, certain stadiums are located in very densely populated areas (e.g., Maracana in Rio, National Stadium in Brasilia), whereas others are in distant suburbs of cities. The São Paulo Itaquera Arena will be the new home of the second most popular club in Brazil, Corinthians. The club will move from the Pacaembu Stadium located in the city of Sao Paulo to the northeast district of Itaquera, an area where commercial activity is growing at a considerable pace (encontraitaquera.com.br, 7 Dec. 2012). However, São Paulo’s Itaquera district still presents a difficult scenario for post-World Cup legacy because of existing physical (i.e., topography) and socio-economic gaps between the local community and its surroundings (UD Studio III).

**Overestimation of economic and social impact of mega events:**
In Brazil, at least half of government spending is allocated toward building new stadiums and refurbishing older ones. This leaves cities with high debt and sustained stadium maintenance costs. Ex-ante analyses of sport mega events suggest the use of taxpayer money to subsidize stadiums and other sport facilities is justified on the basis that such investment is beneficial to the local economy. The stream of economic activity generated around mega events outweighs this concern (Gratton et al. 41). Organizers estimate revenue generated from direct and indirect event sources will cover the operational and structural costs. However, previous World Cup and Olympic Games have left behind legacies of unused or underutilized structures that take up valuable real estate and are particularly costly to maintain (Zimbalist 11). The Brazilian Federal Government provided funds to a private party to build the Itaquera stadium that is largely disconnected from the main urban hub in São Paulo. (worldcupbrazilstadiums.wordpress.com, 17 Nov. 2012).
4. Strategies for Facility Legacy

Large-scale sporting events can provide economic and social benefits to communities, schools and other areas. Effective use of venues is crucial to sustaining legacy and maximizing benefits; however, the use of venues built specifically for major events represents challenges (Brownill 11).

According to Brownill, challenges regarding the use of venues are:

- Facilities should be viewed within a wider scope, as structures that are part of a larger area.
- Key decisions on use of venues, such as end-use and asset ownership and management, are not separated from wider strategic visions for legacy (10).

Brownill suggests two strategies to achieve legacy through the use of facilities as shown below.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Creating an urban Quarter:</em></td>
<td>Facilities would become a thriving quarter within the host city, built on a solid economic foundation. Facilities would be ‘flagship’ buildings, used for training and education opportunities to strengthen the host city economy.</td>
</tr>
<tr>
<td>Use of parks and facilities linked to an overall regeneration strategy aimed at integrating parks with the city and developing it as a world-class urban quarter. Can be sector-led or event themed. Can also build in mechanisms for community benefit and local legacy and longer-term financial returns on public investment.</td>
<td></td>
</tr>
<tr>
<td><em>Community Centered:</em></td>
<td>Facilities are developed to address needs and build on the culture and energy of local neighborhoods. This would include maximizing affordable and social housing, with a focus on local small and medium enterprises (SME) in terms of economic development. The facilities could be community owned, with assets held in trust for local people.</td>
</tr>
<tr>
<td>considering local communities in terms of their needs and participation. This can either be at the city-wide level or at the more urban quarter level. A different approach to the ‘flagship’ and ‘world-class quarter’ approaches.</td>
<td></td>
</tr>
</tbody>
</table>

Brownill (18)

The urban quarter approach to legacy establishes a world-class quarter within the city often linked to a single end-use or a particular sector of the economy. The community-centered
strategy can be implemented either at the citywide level or at the local level, based on the needs and involvement of local communities (Brownill 19, 21).

Post-event sporting facilities can be used to boost local economy by having a sport team as a tenant, hosting events in addition to local tenant uses, and create ancillary business activities within and outside the facilities. In addition, sporting facilities can be utilized to enhance social development by offering appropriate programs for the local community in the host cities.

5. Guidelines for Addressing Economic Issues

A set of guidelines is necessary to address key issues facing Brazil ahead of the 2014 World Cup and 2016 Olympics.

1) In order for the new or refurbished sport venues to meet the demands of a specific market and community, stadiums and other facilities must be evaluated with considerations specific to the building itself. Stadiums should be developed to maximize their commercial potential, by incorporating multiple revenue streams and a wider range of usages (UEFA Guide 7).

Guidelines that go into a business plan for stadium post-use (UEFA Guide 13-14):

● Define whether the stadium will be used for one sport or multipurpose.
● Cost implications of configuring the venue for a multipurpose usage must be defined and evaluated. Consider possibility of reducing size of large-scale facilities to lower structural and operational costs and develop sustainable and environmentally friendly designs.
● Determine if the stadium will be an autonomous financial entity, separate from the soccer club, national association, or other tenant.
● Market research and analysis of commercial opportunities and alternative revenues streams.
● Focus on areas that offer transparent and sustainable revenue-generating initiatives.

Whether the facility is used for one or multiple purposes, the primary objectives are to maximize time and financial resources as well as provide a suitable and secure environment for entertainment. Therefore, facility shareholders should consider other initiatives to generate revenue by considering and incorporating the needs of the local community and market:

a) Extend use of the stadium to non-match days by providing facilities and activities for the local community throughout the week:

● Identify other events that can be staged, such as concerts, festivals and other sports
b) Add other amenities and exploit opportunities that encourage spectators to spend at the venue:
   ● Add concessions: restaurants, bars, stands
   ● Maximize corporate business opportunities during games: VIP facilities, such as private boxes/suites and luxury catering facilities
   ● Rent facility for corporate use: businesses, conference organizers, third-party tourism agencies

c) Evaluate possibility to bring external partners to manage venue operations and cover costs:
   ● Private equity investment: firms wanting to associate themselves with a club or association
   ● Federal, State, Local authorities: grants or subsidies for stadium reduction post-event
   ● Sponsor/Naming rights: where contractual obligations are clearly defined

d) Offering state-of-the-art digital and technological solutions to generate more revenue:
   ● Wi-Fi-enabled stadiums: via mobile telephones and other portable devices;
     ○ Example: Cisco designed the Connected Stadium Wi-Fi solution: deployed in leading venues, including AT&T Park, Cowboys Stadium, and Consol Energy Center. (CISCO 2).
   ● Advertising revenue: TV screens, LED displays and digital tools used help to deliver a message to fans in the stadium as well as TV viewers

e) Additional revenue streams for state-of-the-art stadiums and arenas in the United States:
   ● Sale of single-game tickets and season tickets
   ● Sale of VIP seats and hospitality packages
   ● Sale of Personal Seat Licenses
   ● Broadcasting rights
   ● Museum and stadium tour packages
   ● Parking

2) Ancillary development: jobs, businesses, and transportation

Stadium development has tended to focus on specific sites rather than seeing the stadium as a working part in a larger body – the neighborhood, the city, and even the region (Siegfried and Truong 2). When cities incorporate sports venues in a larger context, they are able to identify opportunities that provide for the public good in the long-term.
In order for stadium and facilities to become community assets, local authorities and city planners should:

- Determine future transformation of facilities: Rio Olympic Park will be split among four "clusters" rather than concentrated in a single park. The City of Rock Olympic Park, or Athletes Park, will be primarily used for major concerts but will include facilities and parks open to all public. The park is located in a strategic zone of the city, less than 1km away from the Athletes Villa and Olympic Park in the region of Barra da Tijuca (cidadeolimpica.com, 19 Nov. 2012).

- Connect sport centers and facilities to city center and other city attractions: Incorporate significant development for commercial, retail and residential space via new public transportation that connects Rio’s Olympic Village with other key business and tourism sites of the city. In São Paulo, the challenge is to convert the area surrounding Itaquera Stadium into a new commercial sub-center of the larger city by creating public spaces that will help unify commercial activity in the local community (UD Studio III). Hence, there is an opportunity to develop a center corridor that connects train stations to the sub-center, which in turn creates a new urban lifestyle that reaches surrounding neighborhoods.

- Re-adapt and re-develop degraded wastelands surrounding stadiums into commercial, sport and recreation attractions (e.g., Munich 1972 and Montreal 1976).

- Integrate private developers into World Cup and Olympic projects: The idea behind employing temporary structures comes not only from decreasing maintenance of the stadia which are anticipated to be less-used facilities in the future, but it also paves the way for private developers to build their own projects (Metropolis Report 73).

3) US Best Practices

The 2011 Super Bowl in Indianapolis Indiana has been regarded as a highly successful event. There are a number of lessons that can be taken away from this event less than a year from its staging. Lucas Oil Stadium is a top tier facility that provided an excellent platform for the event. Along with the facility the location and layout of the downtown area around Lucas Oil Stadium provided a compact staging area for the Super Bowl Village for the convenience of all stakeholders. There were a large numerous out-of-town visitors and it is important for a city to be able to efficiently absorb large crowds (Rishe 4). The 2011 Super Bowl in Indianapolis...
provides a number of quality practices that can be applicable for other mega events such as the 2014 World Cup and 2016 Olympic Games.

6. Social Development through Sports

In addition to long-term economic sustainability, both the 2014 FIFA World Cup and the 2016 Olympic Games are seeking long-term social sustainability. FIFA and the Local Organizing Committee (LOC) have defined the 2014 FIFA World Cup Sustainability Strategy. One of seven strategic objectives is to link the Football for Hope Initiative with community development. The power of football will be used to promote social change in Brazil (“2014 FIFA World Cup: Sustainability Strategy-Concept” 10). The Rio Olympics also aims to achieve one of its key legacies, social transformation of the city, through “sports with lasting community benefits afterwards” (rio 2016 “Candidature File for Rio de Janeiro to Host the 2016 Olympic and Paralympic Games” 21).

In terms of development, sports cover a broad and inclusive spectrum of activities suitable to people of all ages and abilities, with an emphasis on the positive values (Sport for Development and Peace 5). Despite previous exclusiveness for only professional and high-performance athletes, professional sports events such as FIFA World Cup and Olympic Games are playing an active role in public involvement. Athletes and teams play a vital part as advocates and role models, also establishing sport events as public education platforms, and providing resources for community-based programs, sport mega events are contributing to social development of host cities (Sport for Development and Peace 13).

It is notable that commercial sport programs, despite their valuable roles as potentially revenue generators, are not fully conducive to social development because their primary objective is commercial gain. Their targeted client is elite sports professionals rather than the general public (Sport for Development and Peace 13). To fully unlock sports’ potential in facilitating social development and benefiting communities, key stakeholders and guidelines are identified and developed to support public-centered sport programs (Sport for Development and Peace 14). Key stakeholders consist of government education departments, sport venue, facility managers, the sports program practitioners such as NGOs and schools, and also the public beneficiary. Based on policy and practical recommendations made by Sport for Development and Peace International Working Group, the following guidelines are suggested for governments and practitioners who are dedicated to facilitating social development through sports, and who are also dedicated to facilitating development and implementation of localized policies and initiatives.
Policy Guidelines:
- Develop policies and guidelines with theme of sports for development: sport participation, health, education, gender equity, social inclusion, etc.
- Encourage cooperation and collaboration among different government agencies
- Engage as many sectors as possible in developing and implementing policies and programs
- Take advantage of existing events, partnerships and networks to leverage resources
- Encourage sport organizations, municipalities, and community-based organizations that offer sport programs to build gender equity into their programs
- Provide public funds and seek private funding

Program Development Guidelines:
- Focus sport programs on education and development (not winning), emphasizing skills improvement, tactical knowledge, success for all participants, enhanced confidence, positive social relationships, choices, and enjoyment
- Give priority to year-round, long-term programs
- Give priority to education and youth programs
- Choose the appropriate sport for programs based on local socio-cultural, sport and program contexts: soccer for Brazil
- Tailor successful examples to the programs according to the specific local context
- Ensure the equitable allocation of community resources and facilities for underserved people
- Involve all stakeholders - government agencies, municipalities, community-based organizations, NGOs, etc. - in developing and implementing programs

Program Management Guidelines:
- Take advantage of existing events, partnerships and networks to leverage public attention and resources
- Deliver the right messages to the targeted audience via appropriate communication channels
- Raise funds and secure resources through all possible channels such as public funding, private donors, and partnerships, etc.
- Evaluate sport programs and facilities on a regular basis
Below are examples of social development through sports from the U.S.:

**LA 84 Foundation**
A direct legacy of the 1984 Los Angeles Olympic Games is the LA 84 Foundation. The foundation was endowed with 40% of the 232.5 million surplus funds from the games. Since its inception in 1985, the private nonprofit institution has invested $200 million to accomplish its mission of “to serve youth through sport and to increase knowledge of sport and its impact on people’s lives”. The foundation awards grants to youth sports, initiates its own youth sports and coaching programs, and operates the largest sports research library in North America, the Paul Ziffren Sports Resource Center. The Foundation has provided sports programs to 3 million young people and made grants to over 1000 organizations in Southern California.

Key elements of this organization’s success:
- Capitalize on revenue from the Olympic Games
- Focus on youth sports and sports research
- Partnership with local and state government and private foundations, as well as grassroots sports NGOs
- Programs are designed to benefit local people

**The U.S. Soccer Foundation**
The U.S. Soccer Foundation (USSF) was founded with the revenue of the 1994 World Cup as a direct legacy of the event, with a mission “to enhance, assist and grow the sport of soccer in the United States, with a special emphasis on underserved communities.” Its goal is to “ensure that children in underserved communities have easy and affordable access to quality soccer programs that support their physical and personal development.” Since its foundation as a nonprofit organization in Washington D.C., the USSF has partnered with large corporations and has awarded over $57 million to soccer organizations and field-building initiatives across the U.S. USSF promotes sports-based youth development by using soccer as a vehicle for social change among youth in urban areas. By partnering with local community organizations in 20 US cities, its Soccer for Success program provides children in these cities with physical activity, nutrition education and mentorship.

Key elements of this organization’s success:
- Use of soccer programs to solve social issues and enhance individual development
- Priority given to community-based programs and underserved people
Indianapolis Near Eastside Legacy Center

The National Football League donated $1 million to establish the Youth Education Town (YET) in Indianapolis, which was elected to host the 2012 Super Bowl. In addition the community raised $10 million to build upon the YET and create the Chase Near Eastside Legacy Center as an extension of the existing John H. Boner Community Center. The Legacy Center assist The John H. Boner Community Center in achieving its mission of “inspiring neighbors and partners to improve the quality of life on the Near Eastside by providing tools for change and growth.”

Specifically, the Legacy Center provides comprehensive programming to neighborhood, which will improve the quality of life for residents of all ages, backgrounds and circumstances through developing community partnerships. For instance, it provides public school students with educational programs for their academic success. Fourteen months after its inception on November 2010, the Legacy Center started to benefit the residents in Near Eastside on February 7th 2012, with the facility featuring a full-service fitness center, media studio, mobile computer lab, educational greenhouse and garden, instructional kitchen and art studio.

Key elements of this organization’s success:
- Involve a national-level professional athletic association or league
- Create social benefits through community-centered development

Women’s Sports Foundation

Founded in 1974 by tennis legend, Billie Jean King, the Women’s Sports Foundation is dedicated to advancing the lives of girls and women through sports and physical activity. There are three main tasks for the Women’s Sports Foundation: advocating for women’s sports rights, educating girls to participate in physical activities, and supporting women athletes financially to gain their success. With its advocate function, the organization has helped women who are lacking sports accessibility to find solutions by educating them about related sports policies and previous cases. To achieve its educational goal, the GoGirlGo! nationwide sports program was launched in 2001 for girls age 5 to 13 to support community-based girl sports projects with a hands-on curriculum, grants, and networking opportunities. Over $5.6 million went to girl-serving organizations and over one million girls have benefited from this program. The Women’s Sports Foundations is the first organization to offer grants for female athletes with elite potential. Between 1984 and 2004, 1200 grants were awarded to more than 950 women athletes to help them financially thrive and reach their peak. Many of the female athletes became Olympic gold medalists.

Key elements of this organization’s success:
- Serve a special group of people - women and girls
- Advocate and publicize sports policies
● Support talented women athletes to achieve career success and become role models

The successful elements of the above mentioned examples should be taken into consideration in the development of programs. In addition, these programs can be offered at sporting facilities year round after mega events have taken place. By doing so, venues, stadiums and other sport facilities can be utilized more often by the local people and sports organizations. In order to increase participation and maximize the potential of the programs, it is critical that participants have easy access to facilities that support these programs. The following management guidelines are suggested for both private and public owned stadiums to ensure easy and convenient access for stakeholders such as individuals, schools, and NGOs:

● Maintain and make suitable adjustment to sport facilities, equipment and spaces after the events to meet the special safety and utilization needs for children, older people, and disabled people.
● Price preference for underserved people to ensure the accessibility of all individuals regardless of age, gender, race, and socio-economic status.
● Price privilege for community, schools, NGOs, and other potential groups to use the facilities for sports-related events with strong social benefit concerns (Sport for Development and Peace 67, 194, 160).

7. Conclusion

This report identifies key issues and opportunities facing host cities with regard to the long-term use of facilities, both on an economic and social level. Suggestions and guidelines derived from past successful mega events and long-existing U.S. good practices are applicable to Brazil. Indianapolis has provided lessons that compactness yields convenience. Hence, cities must be able to absorb large crowds in order to have a successful event; however, they must also include sport venues as part of a greater ensemble for community use in the long run. As Brazilian cities rush to build and refurbish stadiums for these mega-events, local authorities, venue operators, private investors and local communities must consider giving an efficient and sustainable use to those venues from the inside and outside. To enhance social benefits for local communities, policies, programs, and venue management should give priorities to youth education, sport participation, and social inclusion through engaging all possible stakeholders, providing funds, and coordinating venue usage.
Works Cited


Appendix A - U.S.-Brazil Collaboration

United States and Brazil have established a strong partnership over the years. In previous joint actions and memorandums of US State Dept. and Brazil Government, there was an emphasis on eliminating racial and ethnic discrimination, promoting women equality, and higher education (...).

In 2011, the Memorandum of Understanding to Support the Organization of Major Global Sporting Events came into force, followed by the Memorandum of Understanding to Support State and Local Cooperation in 2012, marking the starting point for US State Dept. and Brazil Government to work closely on both State and city levels for successful sport event deliveries.

With regards to the latter two MOUs, the U.S. government assists Brazil in making the 2014 World Cup and the 2016 Olympics successful events in various aspects. The cooperation is also expected to strengthen U.S.-Brazilian ties, increase U.S. exports abroad, and grow foreign investment in U.S. cities (U.S. Conference of Mayors. Proposed Resolutions: 80th Annual Conference of Mayors. Orlando, Florida June 13-16, 2012. 187).

“As host of past Olympic Games and other major global sporting events, U.S. state and local governments have played a vital role in the establishment of inclusive economic opportunity practices. I cannot emphasize enough how highly the Department of State values their expertise. We at the State Department truly encourage their continued collaboration with Brazilian host cities and states, such as Sao Paulo, as we work to advance our collective objectives to promote entrepreneurship and gainful employment opportunities for Afro-descendants, indigenous people, and women in Brazil. And we encourage partnerships that connect a diverse cross-section of our private sector to this effort so that they can tap into and contribute to the business opportunities of a socially inclusive World Cup and Olympic Games.”

The Office of Global Intergovernmental Affairs, led by Reta Lewis since January 26, 2010, serves as a bridge between US agencies and the Brazilian counterparts to facilitate all programs. The Office of Global Intergovernmental Affairs works closely with organizations such as US Conference of Mayors and USAID.
Appendix B - Key Agencies

The Office of Global Intergovernmental Affairs, the U.S. Department of State
The Office of Global Intergovernmental Affairs, led by Reta Lewis since January 26, 2010, serves as a bridge between U.S. state and local elected leaders and their sub-national counterparts abroad (U.S. Dep. of State).

The United States Agency for International Development (USAID)
The United States Agency for International Development (USAID), created on November 3, 1961, has been developing partnerships with countries committed to enabling the private sector investment that is the basis of the sustained economic growth (http://www.usaid.gov/). The United States Government, through USAID, and Brazil are committed to forging a strong partnership that promotes development in other countries, particularly in the areas of food security, health, the environment, agriculture and economic development. (http://www.state.gov/r/pa/ei/bgn/35640.htm).

USAID also seeks to harness the power of soccer to teach children important values such as teamwork, respect and responsibility and to train them for work through the Ganar Program (called Vencer in Brazil) (http://blog.usaid.gov/2010/06/football-%E2%80%93-more-than-a-game/). The Ganar Alliance, a partnership between the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB), The Nike Foundation, the United States Agency for International Development (USAID), Partners of the Americas and the private sector, applies sport lessons to personal skill development essential to employment training with focus on respect, teamwork, discipline, communication, focus on results, and continued self-improvement. (http://www.partners.net/partners/Impact.asp#.UJ66nOOe-rY).
### Appendix C – City Comparison Chart

<table>
<thead>
<tr>
<th>City</th>
<th>Rio de Janeiro</th>
<th>São Paulo</th>
<th>Brasília</th>
</tr>
</thead>
<tbody>
<tr>
<td>Area (sq km)</td>
<td>1,182</td>
<td>1,521</td>
<td>5,780</td>
</tr>
<tr>
<td>Population (2010)</td>
<td>6,323,037</td>
<td>11,244,369</td>
<td>2,570,160</td>
</tr>
<tr>
<td>Population Density (sq km)</td>
<td>4,781</td>
<td>7,216</td>
<td>442</td>
</tr>
<tr>
<td>GDP (1,000 R$, 2009)</td>
<td>175,739,349</td>
<td>389,317,167</td>
<td>131,487,268</td>
</tr>
<tr>
<td>GDP per Capita (R$, 2009)</td>
<td>28,406</td>
<td>35,272</td>
<td>50,439</td>
</tr>
<tr>
<td>Unemployment Rate (%) (Oct. 2012)</td>
<td>4.6</td>
<td>5.9</td>
<td>N/A</td>
</tr>
<tr>
<td>Literacy Rate (%) (2000)</td>
<td>95.8</td>
<td>95.4</td>
<td>94.8</td>
</tr>
</tbody>
</table>

Sources: IBGE

<table>
<thead>
<tr>
<th>World Cup Venue</th>
<th>Rio de Janeiro</th>
<th>São Paulo</th>
<th>Brasília</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Estádio Maracanã</td>
<td>Arena de São Paulo/Itaquera</td>
<td>Estádio Nacional</td>
</tr>
<tr>
<td>Status</td>
<td>Refurbished</td>
<td>New</td>
<td>Refurbished</td>
</tr>
<tr>
<td>Capacity</td>
<td>76,935</td>
<td>65,807</td>
<td>70,042</td>
</tr>
<tr>
<td># of Games during the 2014 World Cup</td>
<td>7</td>
<td>6</td>
<td>7</td>
</tr>
</tbody>
</table>

Source: FIFA, Danish Institute for Sports Studies
Appendix D - Key Contacts

Social Contacts:

US Practitioners
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**Terri Bailey**, Deputy Executive Director, John H. Boner Community Center
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