



THE ASPEN INSTITUTE

PROJECT PLAY

REIMAGINING YOUTH SPORTS IN AMERICA

Where's the Money?

October 6, 2015 | Washington, DC



@AspenInstSports #ProjectPlay

Thank you



Support for this roundtable is provided by
Sports Facilities Advisory|Sports Facilities Management.

Welcome

In January 2015, the Aspen Institute Sports & Society Program released a report that amounts to the first national platform developed around the sport activity of children. A unifying document aggregating the most promising opportunities to emerge from two years of roundtables with thought leaders, **“Sport for All, Play for Life: A Playbook to Get Every Kid in the Game”** offers a new model based on the values of health and inclusion, offering eight strategies for the eight sectors that touch the lives of children. In his keynote address to 350+ leaders at the Project Play Summit a month later, U.S. Surgeon General Vivek Murthy said, “You have built a very powerful roadmap” for innovation and cross-sector collaboration.

Since then:

- 18 organizations have initiated commitments to action through our “What’s Your Play?” process
- ESPN has launched an Access to Sport platform, a key pillar in its corporate citizenship strategy
- Major League Baseball (“Play Ball”) and NFL (flag football) have announced symbiotic initiatives
- Leaders of the National Physical Activity Plan committed to creating a distinct section for sports
- Local recreation groups have committed to revising their programs, informed by our strategies
- 25+ national sport NGBs, plus the pro leagues, USOC and NCAA have endorsed multi-sport play
- Major news media (Wall Street Journal, Washington Post, others) have written articles
- Awareness of Project Play and the report’s strategies has permeated each of the 8 key sectors

Today’s roundtable builds on these efforts by addressing a structural reality for many children and communities: lack of access to safe, affordable, nearby recreation facilities. Funding is a key factor in the development and maintenance of these spaces, and progress lies in challenging outdated financing and management models. Innovative financing models have sparked a boom in the construction of professional sports facilities over the past 25 years. How can we bring the same creativity to develop spaces that foster universal access to a participation experience?

You are joined today by a distinguished set of thought leaders who know how to get things done. The objective: Identify the most promising financing options that can be deployed by municipal and other leaders. Your insights will inform the creation of a simple tool that will be distributed to key decision-makers, so more of them can get off the sidelines and serve the health interests of communities.

Thank you for engaging.

Sincerely,



Tom Farrey
Executive Director
Aspen Institute Sports & Society Program
@tomfarrey

Agenda

October 6, The Aspen Institute, Washington, DC | 8:30am-3:00pm EST

Schedule-at-a-Glance

8:30am	Breakfast + Networking
8:45am	Welcome + Introductions <i>Tom Farrey, Executive Director, Aspen Institute Sports & Society Program</i> <i>Dev Pathik, Founder and CEO, Sports Facilities Advisory</i>
9:30am	Overview of Project Play <i>Tom Farrey</i>
9:45am	Overview of Research <i>J.O. Spengler, Head, Department of Health Promotion and Community Health Services, Texas A&M University</i> <i>Ori Baber, Doctoral Student, Texas A&M University</i>
10:00am	2030: What's the Future of Community Sports?
10:15am	Social Impact Funding
11:00am	Break
11:15am	Public Financing of Recreation Spaces
12:00pm	Lunch
1:00pm	Public-Private Partnerships
2:00pm	Break
2:15pm	Conclusion + Next Steps
3pm	Adjourn

Get Social

Please share your thoughts and perspectives on the topic through the following means:

Social Media

@AspenInstSports

#ProjectPlay

Websites

Aspen Institute Sports & Society Program: www.SportsandSociety.org

Aspen Institute Project Play microsite: www.ProjectPlay.us

Project Play report on youth sports: YouthReport.ProjectPlay.us

Email

Sports & Society email: sportsandsociety@aspeninstitute.org

Survey

Post-event, we will send a brief survey to capture your feedback and additional ideas.

Participants



Geoffrey Anderson

*President and CEO,
Smart Growth America*

Geoffrey Anderson is the President and CEO of Smart Growth America. Named by Partners for Livable Communities as “One of the 100 Most Influential Leaders in Sustainable Community Planning and Development,” Anderson came to his current position after 8 years heading the Smart Growth Program at the US EPA. Anderson is a leader in the smart growth movement, helping to found the movement as one of the authors of the foundational 10 smart growth principles. With an extensive list of publications, Anderson has served as an expert witness in front of the US Congress, and is cited by the New York Times, NewsWeek, the Washington Post, Fox News, NPR, and numerous other outlets and publications. Anderson received his Master’s Degree from Duke University’s Nicholas School of the Environment with a concentration in Resource Economics and Policy.

Meredith Aronson

*Senior ORISE Fellow,
President’s Council on Fitness, Sports, and Nutrition*

Meredith Aronson joined the President’s Council in April 2012 as an Oakridge Institute of Science and Education (ORISE) Senior Fellow. Aronson works closely with the Office of the First Lady in support of her Let’s Move! initiative to end childhood obesity within a generation. She also supports the implementation and communication surrounding the Presidential Youth Fitness Program and Let’s Move! Active Schools and serves as the program manager for the President’s Challenge program and co-leader of the office’s Sport for All initiative. She holds a Master’s degree in sports industry management from Georgetown University and a BA in economics from the University of Virginia.



Ori Baber

Texas A&M University

Ori Baber is doctoral student in Department of Health Promotion and Community Health Sciences in the School of Public Health at Texas A&M. He received his master’s degree from the Engineering School of Sustainable Infrastructure & Environment at the University of Florida in 2011. Currently, his research focuses on the environment-behavior interaction in physical activity promotion. Specifically, he is interested in the potential for urban land-reuse strategies, like brownfield-to-greenspace redevelopment, to support active living for all.



Geoffrey Baekey

*Managing Director,
Government Services*

Geoffrey Baekey brings over 26 years of experience with both private and public sector hospitality clients with a wide-variety of visitor-based assets, supporting his current role as Managing Director at CHM. Baekey is responsible for the strategic direction and financial performance of the practice, client management, service delivery and quality control. For the past ten years, Baekey has spearheaded the redesign of key business processes for the National Park Service and United States Air Force Services Headquarters and United States Air Force Air Staff. Other selected public and private sector clients include, United States Fish and Wildlife Service, United States Forest Service, United States Army, Marriott International, Starwood Hotels and Resorts, Palm Restaurant Corporation, Burger King and numerous financial institutions relative to their hospitality and real estate issues. Baekey also possesses extensive experience in commercial and resort lodging, recreation and food and beverage strategic planning, asset management, business development and operational analysis.



David Bennell

*Director of Corporate Impact,
The Trust for Public Land*

David Bennell is responsible for corporate partnerships and co-branding initiatives at The Trust for Public Land, a leading national conservation and parks organization. For twelve years, Bennell managed and led a variety of programs for Microsoft, REI and L.L. Bean. He founded a management consulting practice that helps companies advance sustainability practices and improve product innovation. His global client list includes retailers, pharmaceutical companies, forest product manufacturers, publishers, food and beverage manufacturers, sports brands, utilities, trade associations, and colleges and universities. He is a contributor to Harvard Business School Publishing's *Working Smarter* series on Product and Service Development and held a five-year faculty appointment in M.I.T.'s Department of Aeronautics and Astronautics. He is currently a board member of CEI, the nation's largest Community Development Finance Institution, with over \$1.3 billion in assets invested in social enterprises, including three venture capital funds.

Participants



Jon Brilliant

*CFO,
Bigfoot Biomedical*

Jon Brilliant is the CFO of Bigfoot Biomedical, a health solution company focused on optimizing the care of people with T1D by leveraging data, smart devices and people to deliver improved outcomes valued by patients, providers and payers. Brilliant helped pioneer the Social Impact Fund, which aims to spur the non-profit sector to create economic viable self-sustaining solutions. His TEDx talk on this topic entitled “The Creation of a Social Impact Fund: A Connect the Dots Story” can be found at: <http://ow.ly/Hp071>.

Greg Carey

*Managing Director, Public Sector and Infrastructure Banking
Chairman of PSI, Head of Transportation and Project Finance Group, Goldman Sachs*

Mr. Carey brings over 30 years of extensive stadium, sports, project finance and infrastructure expertise. In aggregate, Mr. Carey has over \$140 billion in financing experience. Before joining the firm in 2004, Mr. Carey was the head of the Transportation and Infrastructure Group at Citigroup, where he focused on large, complex infrastructure financings. He continues this effort now at Goldman Sachs with a focus on innovative financings in the municipal market, ranging from revenue bond credits and project financings for sports facilities, large toll roads, ports, and public-private partnerships (P3s) in the US.



Bridget Chisholm

*Managing Partner,
BWC Capital*

As a 30-year corporate and entrepreneurial executive, Bridget Chisholm brings innovative, bold and practical insight to structuring public-private financing deals. Presently, she is managing partner of BWC Consulting, a firm that specializes in economic development financing. Additionally, she founded BWC Capital, LLC to own EB5 Memphis Regional Center (MRC), LLC, a federal license to raise foreign capital. Chisholm gained her initial experience in public financing while serving as a Shelby County Commissioner, securing a \$250 million bond issue for the FedEx Forum, as well as Memphis’ first Tax Increment Financing (TIF) project, Uptown. Since 2008, she has secured over \$600 million in transactions and developments. Her experience also includes overseeing a \$20 million, 700-employee, multi-unit restaurant franchise. Chisholm holds a BA in Economics from Wake Forest University and an MBA from the Wharton School of Business.



Jason Clement

*Partner & COO/CFO, The Sports Facilities Advisory
The Sports Facilities Management*

Jason Clement transitioned from sports facility architecture to large corporate real estate asset management prior to joining SFA as a partner in 2005. He then led the launch of SFM and oversaw the development of the operating, reporting, and management systems that SFM is built upon. Under Clement's leadership SFA and SFM have developed into globally recognized leaders that are now transforming the youth and amateur sports marketplace. Clement drives accountability, stability, organization, and focus within the SFA|SFM culture. He is also a highly experienced advisor having provided strategy, financial, and operational expertise to new and existing venues throughout the U.S. and the Caribbean, Middle East, Canada, Asia, and Central America. Recognized by the Tampa Bay Business Journals as its "2012 40-under-40 Hall of Fame" honoree for business accomplishments and community/philanthropic involvement, Clement remains focused on the positive impacts of youth and community sport.



Scott Congel

SRC Development Group, LLC

Scott Congel joined Pyramid in 1989 and, since that time, has been involved in every aspect of the business. The Pyramid Companies have developed over 26 million square feet of regional and super-regional retail centers, Class A office, residential, senior housing and have a current portfolio of 20 million square feet, which generates over \$4.5 in retail sales annually. In 1998, Congel took over the role as Chairman of The Pyramid Companies and was responsible for the development and growth of the company. Congel, along with his father, Robert J. Congel, also helped develop the vision and implementation of DestiNY USA, a cutting-edge, multi-billion dollar development initiative designed with the goal of altering national energy policy while reinvigorating tourism and the general economic climate of Upstate New York.



Sara Couppas

*Program Manager,
Sports and Nutrition, Clinton Foundation*

Sara Couppas is the Program Manager for Sports and Nutrition at the Clinton Foundation, where she works to provide access to sports, increase physical activity and healthy eating opportunities for underserved youth. Prior to joining the Clinton Foundation she spent 7 years at the Alliance for a Healthier Generation building healthy, sustainable environments where kids

Participants

learn and play. Couppas also promoted physical activity and healthy eating among children as a Youth Market Director for the American Heart Association, and as a swim coach for many years. She holds a B.S. in Recreation, Fitness Management and Health Promotion from Lock Haven University.



Evan Eleff

*Vice President,
The Sports Facilities Advisory*

Evan Eleff oversees the team, product and services developments, and delivery methodologies of SFA. As an advisor, Eleff has served a volume of projects including over 100 sports tourism, community recreation, and large master planned sport and recreation developments. Eleff's consultative style is direct, conservative, and authentic, providing clients with reliable and unbiased perspective. The portfolio of projects that Eleff has served totals more than \$1 billion in planned and operational facilities. Prior to joining SFA in 2010, Eleff earned his Masters in Sports Management and served as the operations director for the largest YMCA branch in the Tampa Bay Region.



Tom Farrey

*Executive Director,
Aspen Institute Sports & Society Program*

Tom Farrey leads the Sports & Society Program, whose mission is to convene leaders, facilitate dialogue and inspire solutions that help sport serve the public interest. With the support of the Aspen Institute, he founded the program in 2011 and in 2013 launched Project Play, a multi-year, multi-stage effort that provides the thought leadership for sport to build healthy communities, starting with universal access to an early positive experience in sports. Farrey is also a veteran journalist whose work has been recognized as among the nation's best and most innovative. With ESPN, his television stories have won a 2014 Alfred I. duPont/Columbia University Award, a 2013 Edward R. Murrow Award, and two Emmy Awards. His reports have appeared on Outside the Lines, SportsCenter, E:60, ABC's World News Tonight, Good Morning America and This Week with George Stephanopolous.

Ned Flynn

*Managing Director,
Jefferies & Company*

During his over 30+-year career in public finance, Ned Flynn has worked extensively with state and local governments. He is the lead investment banker for many of Jefferies' New York clients including Empire State Development

Corporation, the NYS Environmental Facilities Corporation, the State of New York and the City of New York. Current and past economic development engagements include Fuller Road Management for Albany Nano Tech, the Global Foundries Project in Saratoga County, and NY and the Intel Project in Sandoval County, NM. Current and past sports facilities assignments include Provident Park, the minor league baseball stadium for the Ramapo Local Development Corporation, Frontier Field in Monroe County, NY and Crossroads Arena in Buffalo, NY. He is a graduate of Georgetown University and currently serves on the Board of Directors of Futures and Options--Connecting Urban Youth to Careers.

Dan Gilman

*Managing Director,
Jefferies & Company*

Dan Gilman is one of the most experienced and seasoned financial professionals in the Municipal Infrastructure and Project Finance space. Over his 25 year career, Gilman has worked on both the “sell-side” at Citi and Jefferies as well as the “buy-side” where he was the Co-Chief Investment Officer at the private equity firm Fundamental Advisors. Gilman has bought, sold, financed and refinanced virtually every type of asset in the municipal market including hospitals, toll roads, airports, baseball stadiums, renewable energy facilities, nursing homes, military housing and trash recycling centers. Gilman has a BA from Wesleyan University with Honors in Political Economy and an MBA from MIT with a concentration in financial engineering. He holds Series 3, 7, 53, 63 and 79 licenses from FINRA.

Jim Giuliano

*Partner and President,
SRC Development Group, LLC*

James R. Giuliano has more than 30 years of experience in the real estate industry. Prior to SRC Development Group, where he is a partner and the president, Giuliano served as the Chief Operating and Financial Officer of the Black Creek Group, a private real estate equity firm with over \$5B in assets under management in various U.S. and international investment platforms. Previously, Giuliano served as CFO of DeBartolo Realty, President of Simon Global Investments, and the principal financial officer of Simon Property Group, the nation’s largest real estate investment trust (NYSE: SPG). Earlier in his career, he was a partner at Kenneth Leventhal & Company (merged with EY), where he was involved in restructuring and recapitalizing major distressed retail and real estate companies.

Participants



Scott Hester, P.E.

*President,
Counsilman-Hunsaker*

Scott Hester is responsible for managing the daily operations of Counsilman-Hunsaker. Hester provides comprehensive industry experience in all aspects of Counsilman-Hunsaker, including business development, design and engineering, quality control, and facility operations. Hester has a reputation as a high-integrity, energetic leader having a diverse portfolio of experience in aquatic facilities spanning multiple market sectors. Hester is a recognized leader in the aquatic industry and has shared his knowledge by providing educational-based presentations throughout the country. A past recipient of the Aquatics International Power 25 award, Hester has published numerous articles ranging in topics from aquatic facility design to facility operations.



Risa Isard

*Program Associate,
Aspen Institute Sports & Society Program*

Risa Isard is the program associate for the Aspen Institute's Sports & Society Program. She is co-author of the program's report on physical literacy and plays an integral role in Project Play, a multi-year, multi-stage effort to reimagine sport in America. Previously, she served as the community relations coordinator for the Fresno Grizzlies, then the Triple-A Affiliate of the San Francisco Giants. Isard is an alumna of Duke University (cum laude), where she designed her own degree in "Social Change at the Intersection of Culture, Gender, and Sports" and received honors for her thesis, "Towards a Level Playing Field: The Faces and Forces Behind Title IX and Women's Educational Equality, 1969-1975." A long-time advocate of using sports as a platform for social change, Isard has been published on espnW.



Michael Kelly

*General Superintendent & CEO,
Chicago Park District*

Michael P. Kelly serves as General Superintendent and CEO of the Chicago Park District. Appointed by Mayor Rahm Emanuel, Kelly is charged with the oversight of the \$448.6 million urban park system that serves more than 41 million patrons annually. Under his leadership, the organization was awarded the 2014 National Gold Medal Award for Excellence in Park and Recreation Management. Superintendent Kelly is an avid supporter of open space and the impact parks and recreation opportunities have on the lives of residents, particularly children.



Jay Maddock, Ph.D., FAAHB

*Dean, School of Public Health,
Texas A&M Health Science Center*

Dr. Jay Maddock assumed the leadership of the School of Public Health in February 2015. Dean Maddock is internationally recognized for his research in social ecological approaches to increasing physical activity. He has been named the Community Leader of the Year, chaired the Hawaii Board of Health and received the Award of Excellence from the American Public Health Association. He has served as principal investigator on \$28 million in extramural funding and authored over 95 scientific articles. His research has been featured in several national media outlets including *The Today Show*, *Eating Well*, *Prevention* and *Good Housekeeping*.



Dev Pathik

*Founder & CEO
The Sports Facilities Advisory
The Sports Facilities Management*

For more than 20 years Dev Pathik has owned, operated, and advised, a wide range of sport, adventure, education, and special events venues. He is widely regarded as an industry innovator who has integrated adventure sports, education, leadership development, and traditional sports to develop highly impactful operations that make a difference to communities. Pathik is focused on the future of sport and the societal impacts that well planned and managed operations can support. Under his leadership SFA|SFM have achieved a global brand presence and the measurable impacts to become respected as the leader in strategy, finance, and management of community sport centers. Pathik's expertise and thought leadership has been sought out by The Wall Street Journal, Forbes, MarketWatch, CNBC, NBC, The Aspen Institute Sports & Society Program and many other industry press outlets.



Bram Reynolds

*Managing Partner, Princeton Elite Management Group
CEO, Victory Sports brand*

Reynolds serves as CEO of the Victory Sports brand and plays an instrumental role within the company's leadership team. Reynolds leads efforts to promote company mission and vision, champion company culture, develop standardized practices and reinforce customer service as top priority. As CEO, Reynolds, will be the driving force to ensure the success of the organization's business strategy, financial environment and commitment to community. As a 10-year progressive executive in the sports and

Participants

entertainment public venue management industry, Reynolds established a proven track-record of delivering industry-leading management services associated with the crowd-jewel, large-scale sporting events, including, the MLB World Series and all MLB Post-Season Series, MLB Championship parade, premier Concert events, National Hockey League's 2012 Winter Classic, Super Bowl XLII.



J.O. Spengler

*Head, Department of Health Promotion and Community Health Sciences,
School of Public Health, Texas A&M University*

Dr. J.O. Spengler is Professor and Head of the Department of Health Promotion & Community Health Sciences at Texas A&M University. He is a Robert Wood Johnson Foundation grantee and American Heart Association volunteer, whose research has informed policy at the state and national level to improve community health through physical activity. His work has been published in over seventy articles and four books, and has informed the work of the Aspen Institute's Project Play. Honors include selection as a University of Florida Research Foundation Professor, and recipient of the Florida Sports Hall of Fame, Fame for Fitness Award.



Jim Thompson

*President,
Bo Jackson's Elite Sports*

Jim Thompson began his career as a multi-sport athlete, during which he developed an appreciation for the importance of great coaches and training, and the role that proper nutrition, hydration and rest play in athletic development. After more than 30 years traveling the country touring various sports facilities and observing a wide range of coaches and trainers, Thompson developed a facility concept that was later presented to John Cangelosi and Bo Jackson. That concept is the Lockport Bo Jackson's Elite Sports Facility outside of Chicago. As the President of Bo Jackson's, Elite Sports, Jim leads the organizational focus on brand, excellence in training, experience and customer relationships. Jim continues to create and identify innovative programming in his ongoing pursuit to drive excellence at a level that can adequately represent the Bo Jackson brand.



Barbara Tulipane

*President and CEO,
National Recreation and Park Association*

As President and CEO, Barbara Tulipane is responsible for developing strategic partnerships, building organizational capacity, and overseeing national policy and advocacy efforts related to parks, recreation and conservation. She devotes her time to understanding the many needs and challenges within the field, and getting to know NRPA's diverse constituencies. Before joining NRPA in 2008, Tulipane served as president and CEO of the Electronic Retailing Association (ERA). She also served as vice president of operations for NATSO, Inc., a national trade association representing travel center owners and operators.



Jase Wilson

*Co-Founder and CEO,
Neighborly*

Jase Wilson is co-founder and CEO of Neighborly, the Community Investment Marketplace. Neighborly connects people with high-quality opportunities to invest directly in the places and civic projects they care about, and gives communities the tools needed for “crowd-first” financing of amenities and infrastructure. Before co-founding Neighborly, Wilson studied cities, technology and real estate at the Massachusetts Institute of Technology. While there, he consulted for several domestic and international city governments on use of digital technology and authored a thesis on using Web-based technologies to deepen civic engagement.

About the Aspen Institute

The **Aspen Institute** is an educational and policy studies organization based in Washington, DC. Its mission is to foster leadership based on enduring values and to provide a nonpartisan venue for dealing with critical issues. The Institute has campuses in Aspen, Colorado, and on the Wye River on Maryland's Eastern Shore. It also maintains offices in New York City and has an international network of partners.

www.aspeninstitute.org

About Sports & Society

The mission of the **Sports & Society Program** is to convene leaders, facilitate dialogue and inspire solutions that help sports serve the public interest, with a focus on the development of healthy children and communities. The program provides a venue for thought leadership where knowledge can be deepened and breakthrough strategies explored on a range of issues.

www.SportsandSociety.org

About Project Play

The Aspen Institute's **Project Play** is a multi-year, multi-stage effort to provide the thought leadership to build "Sport for All, Play for Life" communities that foster a culture of health. The initiative convenes sport, policy and other leaders in a series of roundtable and other events.

www.ProjectPlay.us

About the Sports Facilities Advisory

The **Sports Facilities Advisory and Sports Facilities Management (SFA|SFM)** is the leading resource in sport, recreation, and active facility planning and management. Since its founding in 2003, SFA|SFM have served a portfolio totaling more than \$4 billion in planned and operational sports centers in communities throughout the USA and internationally. In recent years, SFA|SFM have opened more than two million square feet of indoor sport and recreation centers and more than 800 acres of outdoor complexes. The firm is currently working on more than \$500 million in projects that are in the planning or financing stage. In 2015, the companies' clients will host more than 18 million visits.

www.sportadvisory.com

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