

Bid Feasibility Study:
USA Rugby College Sevens National Championships in Tucson, Arizona

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Prepared for

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Executive Summary

This report covers a city profile of Tucson, Arizona, and why it is the premier spot to host the USA Rugby College 7's National Championship. We'll be going over the basic layout of Tucson, including its location, population, demographics, tourist attractions, etc. We will also be going over general information about the USA Rugby College 7's National Championship, such as its population, duration, and its requirements for a host city. We will also be taking a look at the organization of the event, and how things would run if the event was held once again in Tucson. This will all be covered in our bid evaluation model, which will show all the fine details going into the planning of this event. We will then wrap up the report with our recommendations as to how, and why Tucson, Arizona can successfully host the USA Rugby College 7's National Championship.

Introduction

It's not often that a small scale city has the capabilities to host exciting tourist events, while also having the privilege of having geological attractions nearby. This is what makes Tucson, Arizona one of the hottest up-and-coming cities in the continental United States. Tourists from all over with different tastes and preferences will be sure to enjoy the numerous attractions that make up Tucson. Enjoy the outdoors? There are miles of hiking and cycling trails, horseback riding, rock climbing, cave exploring, and clear skies and large mountains that create a perfect star-gazing setting. There are also numerous recreational activities that tourists can enjoy with pristine golf courses, wildlife centers that the whole family can enjoy, and authentic restaurants that boast some of the best Mexican food in the southwest.

In this report we will be going over the logistics of what makes Tucson such a popular tourist destination, and why it is the perfect place to host the USA Rugby College 7's National Championships. Rugby is considered to be a sport on the rise, gaining more and more popularity through the years, and what better place to host this event than a city that is continuing to build a more and more positive reputation? Tucson has already hosted this event in the past with major success. With the Kino Sports Complex located in Tucson, the city already has the proper infrastructure to host an event of such magnitude. With the capability of hosting the USA Rugby College 7's National Championships, and providing sites and attractions for tourists to experience when not at the championships, Tucson is the ultimate destination for this event. We truly believe that the city of Tucson will see a large revenue boom from this event, as well as promote the sport of rugby at the same time.

Tucson, Arizona Profile

Location

The city of Tucson, Arizona is located in the South-Central region of Arizona and just about an hour's drive away from the Mexican border. Tucson is within Pima County and is also the home of the University of Arizona. The Arizona Wildcats are a Division 1 NCAA school and members of the PAC-12 Conference. The University of Arizona is also the largest employer in Tucson as they have nearly 11,000 employees (*Tucson Relocation Guide*, 2020).

Due to its location in the Sonoran Desert, Tucson has a warm and mainly dry climate. Tucson boasts 286 sunny days a year, substantially larger than the US average of 205 sunny days in a given year (*Best Places*, n.d.). The summers are hot, and the winters are mild in Tucson. Average highs can be in the upper nineties and low triple digits from June through August (*Weather Atlas*, n.d.). Winter still brings frequent 60-70°F days while the spring and fall can be characterized by plenty of sun and dry weather (*Weather Atlas*, n.d.). Only 12 inches of rain is recorded in Tucson on a yearly basis making the city a great destination for anyone looking for a warm and sunny reprieve or outdoor activities like golf, tennis, or rugby (*Weather Atlas*, n.d.).

Size & Population

Tucson is the second largest city in the state behind Phoenix. Best estimates of the current 2021 population have Tucson sitting at around 550,000 individuals (*World Population Review*, 2021). The city itself spans 227 square miles and has an elevation of 2,643 feet above sea level (U.S. Census Bureau, 2010).

Demographics

According to estimates from the *World Population Review*, the majority of residents, 72.1%, are White and 43.9% are Non-Hispanic White (*World Population Review*, 2021). There is also a strong presence of Hispanic and Latino individuals in Tucson as they make up 43.6% of the population (*World Population Review*, 2021). Only 5.2% of the population is Black, 3.3% is Asian, and 3.7% is of Native American descent (*World Population Review*, 2021). The median household income sits at around \$58,000 and the median home value is just north of \$155,000 (*World Population Review*, 2021). Of individuals 25 years or older, 65.2% are high school graduates, but only 35.7% have a bachelor's degree or higher (*World Population Review*, 2021). Just under a quarter of Tucson's population, 21.2%, is younger than 18 years old and about 18% of Tucson's adults are considered senior citizens (*World Population Review*, 2021). The overall poverty rate in Tucson is 22.5% (*World Population Review*, 2021). Additionally, due to the large Hispanic contingent and Tucson's proximity to Mexico, 27.9% of Tucson residents speak Spanish (*World Population Review*, 2021).

Tourism Statistics

Due to the mild winters, many retirees have a second home in the Tucson area that they reside in seasonally. Tucson itself typically sees 3.5 million tourists visiting the city each year (*World Population Review*, 2021). In a 2018 *Inside Tucson Business* article, Visit Tucson's President and CEO Brent DeRaad explained that tourists generate "\$171 million in visitor spending over a year and that translates to the creation of \$13 million in new state tax revenue" (Allen, 2018). In a more recent analysis of 2019 tourism from *Visit Tucson*, when taking into account Pima County and Southern Arizona along with Tucson, the organization reports 6.8 million domestic overnight tourists (*Visit Tucson*, 2019). This was a 4.6% increase from their 2018 totals (*Visit Tucson*, 2019). Visitor spending in the region was so much that it deducted \$510 from every Pima County household (*Visit Tucson*, 2019). According to *Visit Tucson's* 2018-19 Annual Report, the top five markets for visitor spending are: New York, Los Angeles, San Francisco, Chicago, and Phoenix (*Visit Tucson*, 2019).

Events Previously Hosted

The beautiful year-round weather in Tucson has resulted in a rich history of previously hosted sporting events. Tucson's Kino Sports Complex is a multi-purpose facility which opened in 1998 and has since hosted plenty of sporting events from spring training baseball, to rugby tournaments, and even pickleball competitions (Popke, 2019). Kino Sports Complex sits on over 300 acres of land and has a parking capacity of more than 5,000 vehicles (*Kino Sports Complex*, 2021). The facility has a wide array of fields and is capable of hosting almost any event (See Appendix A).

Tucson hosts annual events such as the Fort Lowell Soccer Shootout which is Tucson's largest soccer tournament and consists of over 300 teams (Popke, 2019). Major League Soccer preseason training is held at the Kino Sports Complex as well as the yearly Vamos a Tucson Mexican Beisbol Fiesta which features teams from the states and Mexico (Popke, 2019). Also in 2019, Tucson hosted their Invitational Games which brought 59 collegiate baseball and 66 collegiate softball teams to Tucson which filled 11,000 rooms nights from this tournament (*Visit Tucson Annual Report 2018-2019*, 2019). The Kino Sports Complex has also hosted many rugby events. In the last couple of years the 2019 USA Rugby 7s National Championships, the Women's Premier League Rugby Championship, the 2016 and 2017 USA Rugby Men's and Women's Club Quarterfinals and Semifinals, and the 2016 and 2017 PAC Rugby 7s Championships have all taken place at the Kino Sports Complex in Tucson (Popke, 2019).

Outside of the Kino Sports Complex, the Tucson Convention Center is home to the American Hockey League's Tucson Roadrunners (Popke, 2019). The convention center also co-hosts the Cactus Classic Volleyball Invitational every Martin Luther King Jr. Day weekend and has a field of 165 competing teams (Popke, 2019). Tucson has also hosted the 2018 U.S. Paralympics National Para Swimming Championships, the 2018 USA Synchro Collegiate Championships, as well as the 2016 USA Synchro Masters Championships and the 2014 and 2017 USA Synchro National Championships at the Oro Valley Aquatic Center and its Olympic sized pool (Popke, 2019). Additionally, since 2015 Tucson has hosted the Arizona Bowl in Arizona Stadium, the University of Arizona's football field, pitting teams from the Mountain West and Mid-American conferences against each other (Popke, 2019). Finally, Tucson is also home to various United States Tennis Associations tournaments at their Reffkin Tennis Center and hosts the Cologuard Classic, a senior tour golf tournament at Omni Tucson National Resort (Popke, 2019). Tucson has a very rich portfolio when it comes to hosting sporting events.

USA Rugby Championships Profile

Popularity

This is the highest profile collegiate rugby event in the country as it crowns champions for six different divisions. Over the last couple of years, rugby has been the fastest growing sport in America (Barnhouse, 2018). A recent Nielsen research survey has found that 33 million Americans are either very interested or interested in the sport (Barnhouse, 2018). A key to the recent rise in rugby fans in the United States has been due to the 2009 announcement that brought the sevens event back to the Olympics. This has helped provide exposure to the event and grant them a greater sense of legitimacy (Barnhouse, 2018). Taking a global perspective, rugby is the ninth most popular sport in the world according to *World Atlas* and has a following of over 475 million people (Shvili, 2020). Rugby fans are all over the world, but most of them come from Western Europe, Australia, and New Zealand (See Appendix B). It was actually

named the fastest growing team sport in the country by the American Sporting Goods Association, according to Pritchett (2012). More recently, Rugby has seen tremendous growth by female players, as seen in the graph below (*World Rugby Year In Review 2018*, 2018). This fits perfectly with the Rugby Collegiate Championships because it highlights the best women's teams as well, and also fits the goals of Tucson to increase exposure to women's athletics. Overall, the USA Rugby College 7s National Championship has a global appeal and a promising growth trend within the states.

Duration

The USA Rugby College 7s National Championship occurs from the Friday through Sunday of Memorial Day Weekend (*USA College 7s*, 2019). For 2021, this means that the tournament will begin on Friday, May 28, and conclude on Sunday, May 30. The Men's D1A, D1AA and D2 will be on the 28th and 29th; and Women's Elite, D1, and D2 will be hosted on the 29th and 30th (*USA College 7s*, 2019). This means that teams will have to play up to three games per day.

Number of Athletes Participating

The tournament consists of 64 collegiate teams and each roster is made up with 15 players (*USA College 7s*, 2019). Doing the math, this means that 960 athletes are expected to participate in the tournament.

Number of Visitors Expected

Unfortunately, attendance numbers for the USA Rugby College 7s National Championship are not available. In order to estimate the number of attendees, we will assume each athlete brings along two fans. Multiply that by the number of athletes and the result is 1,920 visitors expected, not including the participating athletes and coaches.

Requirements of Event Holder

The *2019 Club 7s Handbook* details the requirements necessary for a potential event host. To start, the event requires at least two playing fields with one being a stadium venue that can hold at least 3500 spectators (*Club 7s Handbook*, 2019). Adjacent warm-up areas are required, and it is preferred that they be full-size playing fields (*Club 7s Handbook*, 2019). The final requirement is for there to be space for an athlete village. This means a minimum of 64 tents as well as additional space for referees, and the preference is that this space is mainly indoors (*Club 7s Handbook*, 2019).

USA Rugby would also prefer the host to be in a metro area with a top-25 airport as defined by annual passenger traffic (*Club 7s Handbook*, 2019). Finally, it would be ideal if the venue was within a 45-minute drive from the airport and has affordable rates for flights and hotels (*Club 7s Handbook*, 2019). Once again, these conditions are listed as preferences and not necessarily requirements like the previous paragraph lists.

Bid Evaluation Model

As we prepare to determine whether a bid to host the 2021 USA Rugby College 7's National Championships (mens and womens) is both feasible and enhances the mission and goals of the City of Tucson and their tourism organization, VisitTucson, we will be using the Canadian Sport

Tourism Alliance's Bid Evaluation Model as a guide to our recommendations. Throughout this section, we will provide our evidence for our recommendations.

Community's Infrastructure Assets

The first section that we will examine is Tucson's already existing infrastructure assets. It is critical to match the standards of USA Rugby with the existing assets that Tucson has in place in order to determine whether a bid should be pursued.

Sport Facilities

The city of Tucson in conjunction with Pima County already has a successful, quality facility in place to host the 2021 USA Rugby College 7's National Championships. The Kino Sports Complex located equidistant from the Tucson Airport and downtown is the perfect multi-purpose complex for this tournament (See Appendix B).

The complex was built in 1998 and spans a total of 300+ acres (*Venues - Kino Sports Complex*, 2020). While the complex is perfect for a host of different events, our main concern are the soccer fields within the complex, due to Rugby being able to compete on the same dimensions as a soccer field. In the capacity section, we will delve more into this issue. Overall, this facility is touted as 'prime destination for regional and national tournaments', which is exactly the infrastructure that USA Rugby desires (*The Best in the Southwest*, 2016).

Capacity

Within the complex there are 12 natural grass soccer fields which can easily be converted into rugby pitches (*Venues - Kino Sports Complex*, 2020). These fields are critical to hosting different matches simultaneously. In addition, the complex has two stadiums that are critical infrastructure to our potential bid. North Grandstand field has a capacity of 1,000 and contains bleacher seating as well as a press box for media. For the more prominent games, there is North Stadium which seats 3,500 people. North Stadium also has a new press box and lighted scoreboard. The technology in both stadiums allows for streaming and TV coverage of the matches. (*Venues - Kino Sports Complex*, 2020). It is also important to note that both fields are equipped with restrooms and lights for night matches.

Ancillary Infrastructure

The Kino Sports Complex also includes a snack bar for fans and a pavilion to shade from the Arizona sun as well. Both of these amenities are great for hosting spectators. They also have over 5,000 spots for parking spectators. For the teams and staff, there is a two-story clubhouse that includes: Secured parking for 180 vehicles, a weight room, training room, conference room, laundry, and a kitchenette (*Venues - Kino Sports Complex*, 2020). This is perfect for hosting 63 different teams who need to be catered to (on-site) while they are not in competition.

Accessibility

The complex is centrally located, 10 minutes from both downtown and the Tucson airport. For traffic flow, the complex is right next to I-10 (the major highway running through Tucson). The easy accessibility makes this complex great for hosting different teams who will be housed all around Tucson.

Accommodations

Capacity

The metro Tucson area has a multitude of hotel properties that will be more than sufficient to host the expected 3,000 visitors. They have a capacity for up to 15, 319 visitors throughout 151 different hotels (*Research & Facts*, 2021).

Transportation

Air travel

The Tucson Airport (TUS) serves nearly four million passengers every year. TUS offers the ability for teams to easily travel via airplane for the tournament because it offers more than 50 flights daily. It services 20 different destinations and has a connection base of more than 345 cities worldwide (See Appendix C).

Automobile Travel

Another advantage that Tucson can leverage for their bid is their connection to two main Interstates, I-10 and I-19. I-10 is the major east–west Interstate Highway in the United States and I-19 is a north–south Interstate.

Public Transportation

Public transportation is another key to vying for a bid. Tucson is in a great spot for their transportation because the city is relatively compact. Because of this, Tucson created a Sun Link Streetcar program in 2014 that services downtown and is also connected to the University of Arizona campus. This provides tourists with easy access to hotels, downtown attractions, and retail districts (Getting Around, 2021).

Media capacity

The Kino Sports Complex has built-in infrastructure for the media covering the Rugby National Championship. The Kino event center is an indoor facility that functions like a conference center. It can hold up to 1,100 people, has large rooms that can function as workrooms and also some private rooms which can be converted into press conference rooms.

As far as the host network goes, the event has been primarily covered by FloRugby in the past and there is no reason to discontinue that trend. The Kino complex proved that it had the technological infrastructure for streaming on FloRugby when it hosted the championships in 2019 (*Rugby News | Games, Videos & Highlights - FloRugby*, 2021).

Leverage

Tucson is perfectly leveraged by providing visiting media and writers with a database of stories and pictures (*Media*, 2021). To promote media coverage of their events and the city's tourism, VisitTucson has their own Public Relations and Engagement Team that, “generated 189 articles, an increase of 17% over the previous year. Additionally, articles featuring Tucson ran in several of the largest circulation newspapers in the country including USA Today, Washington Post, Los Angeles Times, Chicago Tribune, and Denver Post (*Visit Tucson Annual Report 2018-2019*, 2019).

It is also important to mention that the Collegiate Rugby Championship that is hosted outside of Philadelphia, Pennsylvania has broadcasting coverage from NBC Sports. NBC stated that they wanted to recognize and help to promote the rapid growth and participation of rugby in the U.S. (Hardy, 2010). This a potential opportunity for Tucson and the collegiate 7's National Championship to attract a national broadcast partner in order to grow the reach of the event and promote a positive image of Tucson.

Community Support

Garnering support from the community to compete for a bid for the Rugby Championships is critical to determining the relative success of the event through creation of a legacy. Through this section of the BEM, we will determine the support that the Tucson community will be able to provide in order to host the Rugby Championships.

Sport clubs

In the Tucson area, Rugby has proven to be a growing sport in popularity as they have created several new teams in the last few years (*Tucson Rugby – Championship Rugby, Family Friendly Environment*, 2020). With the support of the USA Rugby Federation, Tucson now supports multiple High School Mens and Womens teams, a professional Men's team (Magpies), and even a youth club (Roosters Youth).

Tucson also is home to the Arizona Wildcats Division 1A Rugby team. Supporting a collegiate team, that would serve as the hometown team for the Collegiate 7's National Championships would garner great support from the community considering they broke their all-time attendance record in their 2019 regular season (*FACILITIES | arizonarugby*, 2018).

Business

Corporations in the community will also be critical support to a potential bid. Tucson has a multitude of corporations who have participated in sport-focused partnerships in the past. Walmart is one of the largest employers in Tucson and would be able to further their sports sponsorships through the Rugby Championships (Muret, 2017).

Another potential opportunity for local business support is through the use of local food trucks on-site at the Kino Complex. Because Tucson has an organization that privately oversees their food trucks, they are able to provide bookings for an entire fleet of food trucks (*Tucson Food Trucks*, 2016).

Public Sector Support

Another key aspect to preparing for a potential bid is to gauge the interest and possible support from the city government of Tucson, Arizona.

Government support

Within the city, there are two separate, yet similar sets of plans for the city of Tucson. First, the city council develops goals and policies for the city as a whole. As part of their most recent economic development and social environment plan, they stated these goals, "Promote Tucson as a premier healthy lifestyle, outdoor, and recreational destination" and also, "Invest in the

maintenance and expansion of sports and recreational facilities, venues, and events to serve local demand and promote sports tourism” (*Plan Tucson Focus Areas*, 2016). By preparing for this bid, we are helping to fulfill their city planning goals, thus garnering support.

Second, VisitTucson, the DMO of Tucson also has their own individual plans for tourism within the area. Much like in the city planning, our potential bid supports the direct priorities of VisitTucson. Their stated priorities are to, 1. “Promote offerings at the expanded Kino Sports Complex using a comprehensive, dedicated media plan 2. Tap into demand for soccer, rugby, lacrosse and other growing nontraditional prospects 3. Identify and generate leads and bookings in emerging and niche markets, from qualified sports prospects, such as women’s teams” (*Visit Tucson Annual Report 2018-2019*, 2019). The Collegiate Rugby Championships hit all three priorities which would theoretically produce even more public sector backing.

Management and Event Expertise

Leadership

In preparation for a potential bid, Tucson must have a core team that has experience and credibility with hosting events like the Rugby Championships. In this case, the bid would be prepared by the Pima County Stadium District, in conjunction with VisitTucson. This team has over 20 years of experience in operating the Kino Sports Complex, as well as managing events (*About Us - Kino Sports Complex (520) 724-5466 | Pima County Arizona*, 2020). They also have gathered credibility by successfully hosting the 2019 College Rugby 7’s Championships.

Event profile

See event profile section on Pages 2 and 3.

Financial Considerations

Revenue generation

An integral part to the financial success of this event lies within revenue generation. By bringing in around 63 teams, as well as an estimated 2,000 visitors/spectators, Tucson can expect to generate revenue through concessions, lodging, admission, and through the team’s economic footprint.

In order to calculate direct tournament revenue, we must take into account admission and concessions. At the 2018 tournament in Colorado, they implemented a tiered pricing system ranging from \$15 adult admission/ \$10 child admission to \$40 adult/ \$15 child on championship day (*USA Rugby Collegiate 7s*, 2018). Given that we are expecting 2,000 visitors, we project to make \$30,000 from admission.

Sport popularity

See section about rugby popularity on Pages 3 and 4.

Competitive Context

Bid Process and Selection

While the actual bid process is not public knowledge, we were able to gain some insight into the selection for Tucson when they hosted the championship in 2019. When Tucson was announced as the host, the director of events for USA Rugby released this statement: “We are excited about

visiting Tucson for this year's championships, Kino Sports Complex has proven themselves time and time again to be a facility more than capable of handling and producing events of the highest caliber" (Bishop, 2019). They also touted the fact that the Kino Sports Complex has previously hosted the, "Women's Premier League (WPL) Championship weekend and the PAC 7s tournament in 2017" (Bishop, 2019).

Previous hosts

The previous hosts of the tournament could possibly present competition and also show the type of complexes and markets that USA Rugby prefers for their National Championship. The previous hosts were; College Station, TX in 2011 and 2012, Greensboro, NC in 2013, Denver, CO in 2015, Cary, NC in 2016, Glendale, CO in 2017, 2018. What is promising for our potential bid is that College Station was a two time host, as hosting the Championship in Tucson would be a second time as well.

Sustainability

Suitability

The suitability of using existing venues and infrastructure puts less of a strain on the sustainability surrounding the event and especially post-event. Tucson will be able to optimize sustainability by hosting the tournament at the Kino Sports Complex. Another key point to making this event suitable and sustainable is due to the timing of the event. By hosting it in May, this brings tourism back to Tucson in their low season (*These Are the Best Times to Visit Tucson*, 2015). The only other major events that occur in Tucson are the Fiesta de Garibaldi in April and the University of Arizona's commencement in mid-May.

Environmental issues

The last key element of maintaining sustainability comes through the hurdle of mitigating the environmental impacts of hosting a large sporting event. As part of the bid, we will plan for zero waste from the footprint of the event. We will be partnering with the Office of Sustainability and Conversation which is committed to "reducing energy consumption and protecting natural resources around the Sonoran Desert" (*Office of Sustainability and Conservation - Pima County*, 2021). We will be using recyclable compost for all concessions and also for team meals at the Kino Sports Conference.

Legacy

The overarching goal of hosting a bid from the host perspective is to plan for a legacy. There are various benefits that Tucson can claim in the long-term. The first planned legacy that Tucson can capitalize on are the soft factors like a legacy of knowledge and skill. By bidding to host the Rugby Championships, Tucson is improving their bidding prowess and paves the way for future sport tourism hosting.

The second planned legacy is a social legacy. Tucson has the opportunity to improve their community by training lower skilled people and creating programs through the event to support efforts to improve the lives of those less fortunate.

The third planned legacy is one of civic pride. While Tucson has positioned themselves as a unique, free-spirited town, the Rugby Championships will help to put Tucson on the national stage. This event can help to emphasize the fact that Tucson is a place of great culture and that

the residents of Tucson should be proud of their “Free Yourself” branding. Overall, the legacy impacts of hosting these events are attainable through proper planning.

Recommendations

We have some recommendations that are both beneficial, while recognizing that there may be potential downfalls for Tucson, Arizona hosting the USA Rugby College 7’s National Championships. To start with our concerns, rugby is not the most popular sport in America. Although 33 million americans claim to be very interested or interested in Rugby, it is still considered to be the ninth most popular sport in the world as mentioned before. Another concern that we have with this event is that Tucson may not be able to pull in a lot of revenue overall in general. There would only be \$30,000 dollars in revenue alone just from admissions, which isn’t a lot of money considering that Tucson, Arizona brings in around \$171 million dollars per year from tourism. Although these are the downfall of Tucson, Arizona hosting the USA Rugby College 7’s National Championships, there are plenty of positives for Tucson hosting this event.

To start, Tucson has already hosted this event before, which is great because the infrastructure is already in place to host this event again. And although as stated earlier that \$30,000 dollars isn’t a lot of money when looking at the whole pie, this would be considered “new money” for the city of Tucson. This is because we are projected to bring around 63 college rugby teams from across the country, surely to add to the tourism revenue to Tucson. And even though rugby isn’t the most popular sport in America, another way to look at it is 33 million people across the country are interested in it. We would recommend that the USA Rugby College 7’s Organization and the city of Tucson, Arizona market this event nationwide and not just regional marketing, as this would surely catch people's interest if they enjoyed watching rugby and saw all of the beautiful attractions that are located in the city. We would also recommend that USA Rugby College 7’s and Tucson push hard for NBC Sports to claim the media rights to this event. This would draw a lot more viewers than the other channel that has hosted the event before, FloRugby. Having NBC Sports claim media rights would display to people how exciting rugby can be, and how beautiful the city of Tucson is as well. In the end, we would recommend that the USA Rugby College 7’s National Championship be hosted in Tucson because there is a lot of upside to achieve many of the cities planning goals, gain more notoriety and revenue through NBC, notwithstanding Tucson has already hosted the event before so it has proven feasible.

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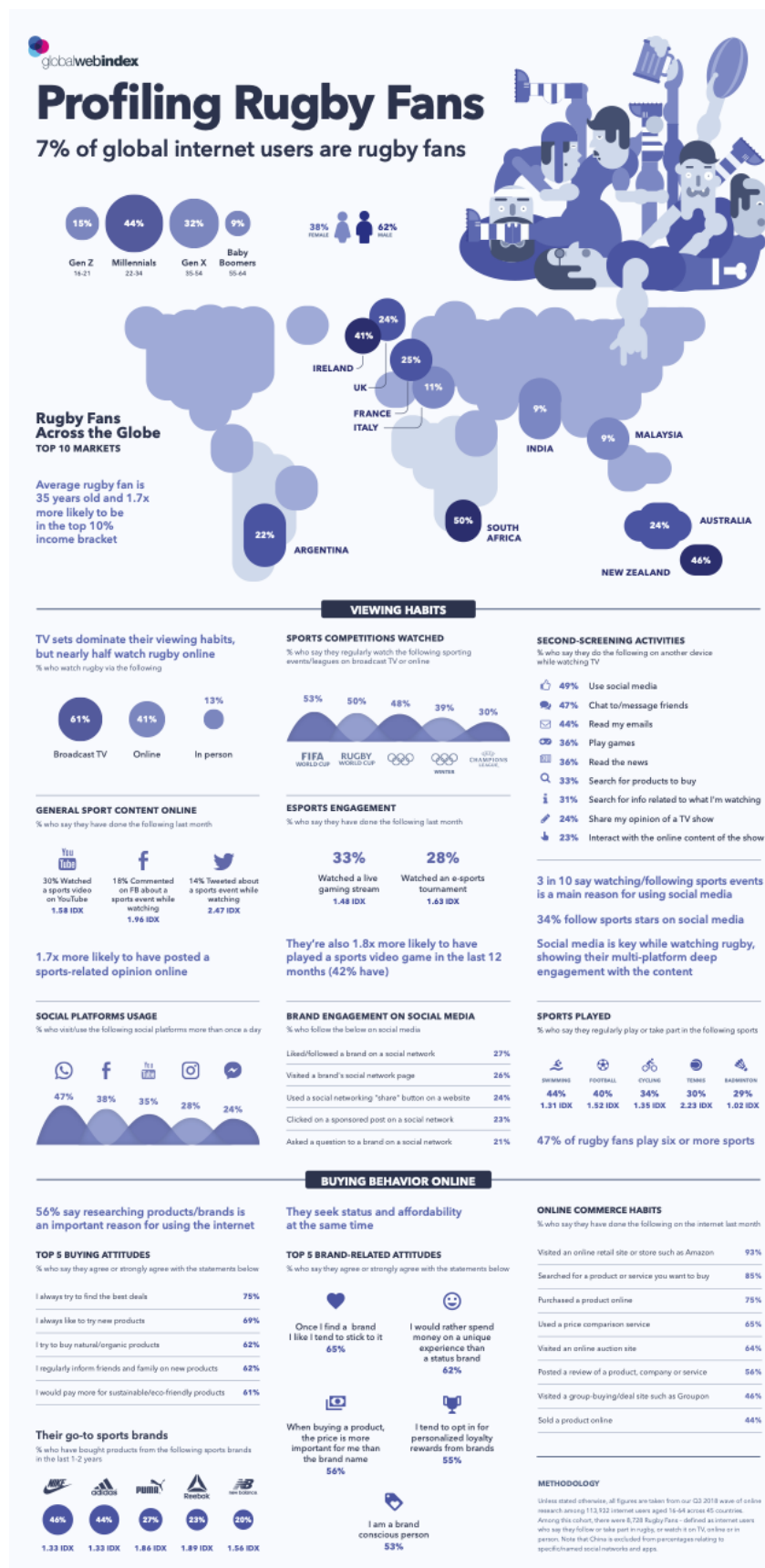
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Appendix A

A profile on global rugby fans (*Global Web Index*, 2018)



Appendix B

A map of the entire Kino Sports Complex (*The Best in the Southwest*, 2016)



Appendix C

A map of all of the connecting flights from Tucson Airport (Tucson Airport Authority, 2021).

