

PIMA COUNTY SPORTS FACILITIES ASSESSMENT

2013



AUGUST



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EXECUTIVE SUMMARY

In a series of discussions with various entities in the spring of 2012 it was suggested that the consulting team put forth a proposal to perform a high level study which would begin to provide a structure and process for assessing the regional needs of a wide range of sport and recreational activities.

Several underlying traits of what the study must adhere to were identified from the very beginning of discussions:

- Strive to be all inclusive in terms of outreach to regional jurisdictions, organized groups, and citizens of Pima County;
- Understand the needs and desires of local citizens while also continuing to develop the region as a premiere destination for sport activities and events both nationally and internationally;
- Recognize the near and long term needs of the region with regard to quality of life for all and the benefits of organized sport activities particularly for children and youth; and
- Make recommendations and specific proposals on how the development of properties and facilities will meet the above criteria, while setting the stage for increased economic development in Pima County.

Several fundamental requirements were identified in the initial stages of the study, all of which have to do with helping insure that any development proposals must be economically viable and sustainable over the long term. All proposals must at their core address:

- The ability to be Multi-Purpose and, where practicable, Multi-Sport in design and operation;
- The need to achieve the intended use by meeting a high level of Sport and Competition Technical Requirements;
- The Long term demands of Operations and Maintenance; and
- The relationship to existing or potential Mixed Use Surroundings and Transportation Infrastructure.

A six person stewardship group, comprised of Pima County representatives, key members of the Pima County Sports and Tourism Authority and the consulting team, was formed at the outset of the study. This group met regularly to set direction, logistically plan for myriad interview and work shop sessions, and to review progress and make suggestions for improvements to the draft outputs.

STUDY PURPOSE AND MISSION

- Lay the foundation for a comprehensive plan for the development of sport & recreation facilities including the ability to host sports and other events.
- Assess the existing sport and recreation infrastructure for a wide range of activities using two measures:
 - ✓ Providing recreational value to the citizens of Pima County
 - ✓ Enhancing regional, national, and international tourism
- Aggregate the findings into a long range development scenario which will provide data to present in the public realm in the near future.

HISTORICAL STUDIES AND AUDITING

In order to incorporate current anticipated plans and improvements, existing master plans, general plans and strategic plans from all affected jurisdictions in Pima County were researched. Plans from 2005 through today were included in the study. Relevant items from each plan were included in the consideration of the final assessment.

REGIONAL FACILITIES AUDIT

It is important to understand the extent of existing facilities throughout Pima County that can serve as a foundation from which future needs can be assessed. Some assumptions must be made regarding the number of useful facilities as well as their usability as described below.

Furthermore, this audit represents the most extensive compilation of sports facilities in Pima County. It can be refined and expanded and should be used to provide a baseline for an ongoing inventory of facilities in the future.

METHODOLOGY

Various jurisdictions maintain an inventory of their facilities in one of many formats. This study assimilated such information and developed a single database in a Geographic Information Systems (GIS) format that includes both table data (database) as well as graphic representation of the data (maps). The regional audit includes indoor and outdoor facilities from all jurisdictions and (to the extent of available information) all schools, private sports facilities meeting minimum auditing requirements. Minimum auditing requirements at this stage were defined as any existing facility comprised of at least two major sports fields (outdoor), and any significant number of indoor courts or facilities. Fields or courts could be aggregated by adding two separate facilities in close proximity to one another. The facilities may have been added to the audit where they otherwise would not have met the threshold on their own.

Digital and hard copy information from the jurisdictions was utilized to develop the database. This information was then manually checked and reconciled by the project team based on regional and facility knowledge as well as an in-depth aerial survey and where needed, field verification.

This audit is intended to be a valuable starting point for future in-depth analysis of more specific facility capabilities. The exact dimensions of fields and courts listed in the data base should be spot checked and field verified in future phases to determine the exact amount, quality and capabilities of the existing facilities to host planned events.

PROGRAMMING

A reference document has been prepared, the Program Matrix, to serve as an overview of the types of sport activities examined and, in broad terms, what the sport technical requirements are for conducting those activities at predetermined levels of participation.

The following regionally established sports have been recognized and these sports have been measured against several filters:

- Aquatics (Diving, Swimming, Synchronized Swimming)
- Archery
- Athletics (Track and Field)
- Cycling (Road Cycling, Mountain Biking, BMX)
- Baseball (Professional, Youth)
- Basketball (professional, Youth)
- Football (Youth)
- Golf
- Indoor Ice Sheet Sports
- Lacrosse
- Rodeo
- Rugby
- Running
- Shooting (Trap & Skeet)
- Soccer
- Softball
- Tennis
- Triathlon
- Volleyball (indoor)

While it is recommended that these sports continue to be developed and promoted both locally and in terms of hosting regular organized competitions at the highest level of participation, programming for this study has included a much wider range of activities for the purposes of arriving at a more comprehensive proposal for the long term development of sport facilities and activities.

INTERACTIVE PLANNING SESSIONS

Three interactive planning sessions were conducted during the course of the study. These sessions focused primarily on information gathering and receiving feedback on planning proposals. A meeting with various jurisdictions was conducted on January 24, 2012, and a follow-up with the same group was held on May 23, 2013. In addition the project team conducted a summit on May 1, 2013, with sport and event organizers from various sports organizations throughout the region.

In addition to the workshops and summits, the project team held a series of separate meetings with various parties and individuals that are closely associated with sports and sporting events. In total, over 30 separate meets were held with youth, amateur and professional sports organizations, fundraising interests, rental car and hospitality members, jurisdictions, and university and college entities.

SPORT SPECIFIC RECOMMENDATIONS

Prior to arriving at a comprehensive proposal for sport facilities development, attention was given to individual activities to assess their unique needs, demands, and potential. Chapter 6 of the report takes each of the individual needs and aggregates them into a more comprehensive solution.

In keeping with an academic approach to examining the potential and possibilities an extensive list of sports and activities was formulated. For the complete list of sports and activities considered in this study refer to Table #1 in Chapter 4.

DEVELOPMENT SCENARIO COMPONENT CONCEPTS

The individual sport recommendations presented in Chapter 5 have been aggregated into a holistic development scenario. This development scenario is comprised of eight major components and five supporting components:

Major Components:

1. Upgrade and Augment Existing Outdoor Facilities
2. Aggregated Multi-Sport Outdoor Playing Pitches
3. Multi-Sport Multi-Purpose Indoor Gymnasiums
4. Kino Sports Complex Master Plan
5. Endurance Center
6. Multi-Sport Multi-Purpose Outdoor Stadium
7. Multi-Sport Neighborhood Facilities
8. Indoor Arena

Supporting Components:

1. The Loop (the recreational bicycling, walking, and running path system currently under development largely along the Rillito and Santa Cruz river channels)
2. Pima County Fair Grounds and Southeast Regional Park District
3. Pima Community College and University of Arizona
4. Entertainment Venues
5. Baseball Options

OVERVIEW OF RELEVANT COMMUNITY MODELS

The following is a brief review of relevant communities and sports facilities as a result of recommendations from stakeholders, sports organizations, and event organizers in particular. These communities and facilities were selected based on the communities' size, success of their facilities and the meetings participants' familiarity.

NEXT STEPS

From the outset of this study it was recognized by all relevant parties that the resources assigned to this effort would produce foundational data with the intention that subsequent phases would enhance and build on that data. The following are several focus areas which are required to make this study complete and presentable to a wider audience, including the public at large.

EXPANDED COMMUNITY MODELS AND FACILITY MODELS

Chapter 7 of this report has laid the basis for cataloging relevant models to be used as case studies in considering development of facilities in Pima County. Additional research and documentation is

required in this area for a more complete range of examples. As specific recommendations are formally adopted for further consideration, more specific examples of successful facility and business model can be researched.

Areas of focus for future community and facility model research should include the following:

- Funding Models including Public Private Partnerships
- Facility Capital Improvement Costs
- Operations and Maintenance Costs
- Management and Operations Structures
- Sports Commission Models

DETAILED FACILITIES AUDIT

Chapter 3 of this report documents the work to date in a first pass of assessing the existing conditions relative to facility type, location, general infrastructure, etc. A more detailed pass over this data will be required to further document the specifics of:

- Exact sizes of fields of play
- Condition of interior spaces and outdoor fields
- Accessibility standards

PROGRAM MATRIX DEVELOPMENT

Chapter 4 begins to define the range of activities and assigning level of participation to be used in measuring both existing and planned or proposed facilities. Greater detail is required in the following areas:

- Specific requirements for a range of sport events in terms of; total number of playing services, sport support facilities, spectator seating capacities, etc. Facility development options should express how each of these elements can be achieved in various combinations of permanent and temporary installations.

SCHEMATIC PROGRAMMING AND DESIGN OF DEVELOPMENT COMPONENTS

Pending the initial acceptance of the recommendations suggested in Chapter 6 of this report, a series of more detailed programming and conceptual design studies will be required. The primary needs for these studies will be to confirm the following:

- The recommendation location can house the proposed functions
- The assigned cost will match the proposed development components
- Visuals of the development will give the public visual examples of the intended projects

DETAILED ECONOMIC FEASIBILITY ANALYSIS

While a foundation has been provided for future phases of the study to thoroughly cover the areas of business plan modeling and economic viability assessments additional work is needed. Future phases of this study will require a thorough assessment of the economic feasibility of any and all proposals identified as worthy of additional planning as set forth in sections 8.2 and 8.5.

The elements identified in Tables 4.2.1 and 4.2.2, along with scenario component concepts put forth in Chapter 6, and initial data in Appendix C, can help serve as a basis for this work.

PUBLIC OUTREACH SURVEY

Once the results of the Economic Feasibility Analysis are complete, the selected alternatives will need to be vetted with the general community. A public outreach survey should be conducted in order to determine acceptability to the populace so as to determine strategies best suited to support a future bond election.

PROJECT PROMOTION DEVELOPMENT

Once the outreach survey is completed a promotional package will be needed to illustrate the proposed project(s). This promotional development can be coordinated with a public relations firm to help ensure the effectiveness of the support materials.

1.0 INTRODUCTION

In a series of discussions with various entities in the spring of 2012 it was suggested that the consulting team put forth a proposal to perform a high level study which would begin to provide a structure and process for assessing the regional needs of a wide range of sport and recreational activities.

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- The relationship to existing or potential Mixed Use Surroundings and Transportation Infrastructure.

A six person stewardship group, comprised of Pima County representatives, key members of the Pima County Sports and Tourism Authority, and the consulting team, was formed at the outset of the study. This group met regularly to set direction, logistically plan for the myriad of interview and work shop sessions, and to review progress and make suggestions for improvements to the draft outputs.

The following sections will explain key planning elements in the study.

1.1 PURPOSE

Study Purpose and Mission

- Lay the foundation for a comprehensive plan for the development of sport & recreation facilities including the ability to host sports and other events.
 - Assess the existing sport and recreation infrastructure for a wide range of activities using two measures:
 - ✓ Providing recreational value to the citizens of Pima County
 - ✓ Enhancing regional, national, and international tourism
 - Aggregate the findings into a long range development scenario which will provide data to present in the public realm in the near future.
-

1.2 PARTICIPANT STRUCTURE

The following groups have been included or involved in various interviews and workshops during the course of the study;

- Tohono O’odham Nation
- Pima County NRPR
- Pima County Kino Stadium District
- City of Tucson
- Town of Oro Valley
- Town of Marana
- Town of Sahuarita
- University of Arizona Athletics Department
- University of Arizona Campus Recreation
- Pima Community College
- Davis-Monthan AFB
- Regional Sport Clubs
- Regional Event Organizers
- Regional Sport Services and Product Entrepreneurs
- Pima County Sports and Tourism Authority
- Visit Tucson and Tucson Sport

1.3 MARKET REACH

Market Reach and Beneficiaries

Four maps were produced to graphically identify the reach of the study.

1.3.1 North America: Map A

Identifies a market reach area including the entirety of United States, Canada, and Mexico. It is recognized that the unique climate of Tucson makes it a potential destination for other cold weather climates including Europe, and the southern hemisphere summer; October through March.

1.3.2 Region: Map B

Identifies the region in terms of travel time to Pima County, in terms of air travel and driving time; half day and 12 hours respectively, for the purposes of tourism.

1.3.3 Pima County: Map C

Identifies the enormity of Pima County as compared to most county jurisdictions across the United States. Tremendous tracts of land remain available in central and western Pima County. Future phases of this study should address this potential.

1.3.4 Eastern Pima County / Metropolitan Tucson: Map D

Identifies the general focus of this phase of the study as this area of Pima County has the highest percentage of residents, existing facilities, and urban infrastructure. This is also evident in the content of Chapter 2 Historical Plans and Studies, and Chapter 3 Regional Facilities Audit.

1.4 PROCESS

An eight step process was employed by the planning team. This process was employed, as it has been utilized successfully in several similar studies in the past;

1. Project Definition and Reach
 - Setting the mission, goals, and parameters of the study
2. Reporting
 - Thoroughly documenting the results of meetings, programming sessions, and workshops
3. Historical Studies & Auditing
 - Before looking forward, looking back, and collecting any relevant information
4. Stakeholder Interviews and Brainstorming

- Providing a setting for the free exchange of information and expressing ideas
- 5. Programming and Prioritization
 - Document the needs and desires of stakeholders
- 6. Interactive Planning Workshop(s)
 - Gather stakeholders and in an environment which tests concepts and scenarios
- 7. Development Scenario and Options
 - Assessing the results of previous stages and integrating those into a cohesive plan while incorporating sport technical and event demands
- 8. Draft Report and Public Forum Outreach
 - Preparation for initial stages of a promotional campaign

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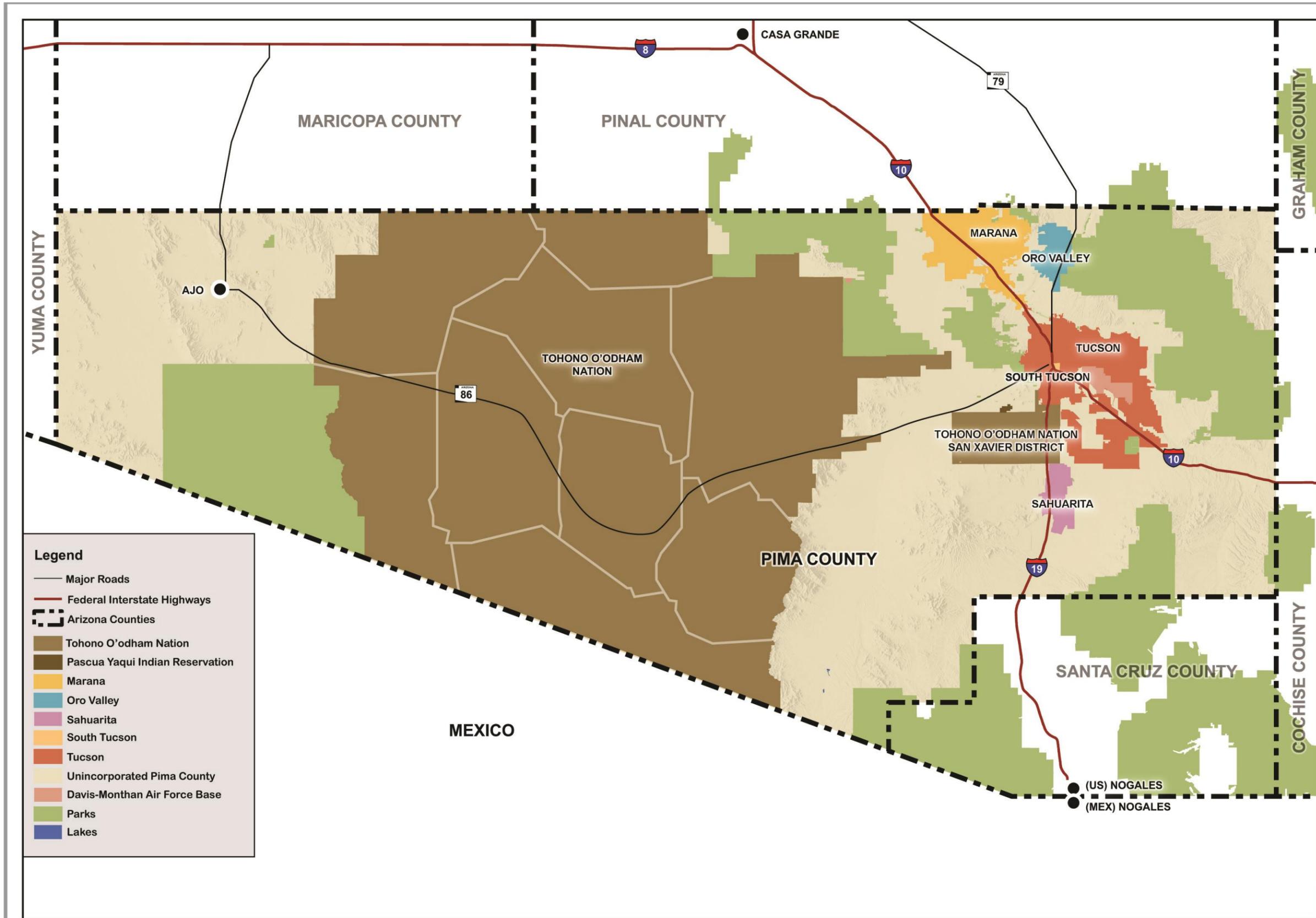
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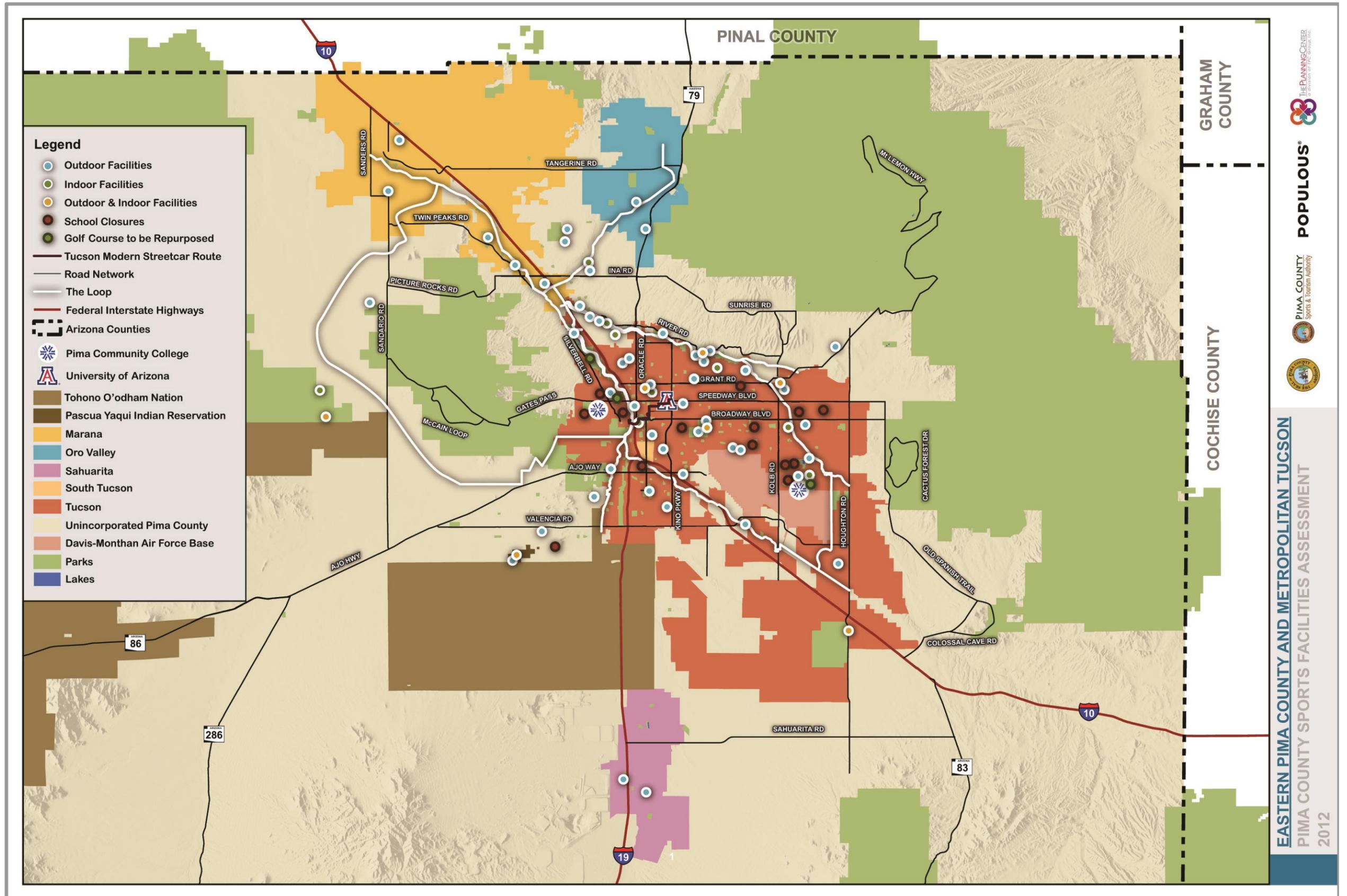
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2.0 HISTORICAL STUDIES AND AUDITING

In order to incorporate current anticipated plans and improvements, existing master plans, general plans and strategic plans from all affected jurisdictions in Pima County were researched. Plans from 2005 through today were included in the study. Relevant items from each plan were included in the consideration of the final assessment.

2.1 PLANS AND STUDIES EXAMINED

The following is a list of historical studies reviewed to date:

TITLE	AUTHOR	DATE
<u>REGIONAL</u>		
Amateur Sports Economic Impact Survey		2007
Pima Regional Trails System Master Plan		2012
Competition Facility Guide		2010
<u>PIMA COUNTY</u>		
Pima Fair Grounds Master Plan Study		2012
<u>TUCSON</u>		
Rillito Park Foundation Concept Study		2011
Tucson 10-Year Strategic Plan		2006
Tucson Arena Conceptual Design		2009
<u>MARANA</u>		
Parks and Recreation Master Plan		2010
<u>ORO VALLEY</u>		
Naranja Park Site Master Plan		2007
Oro Valley Town General Plan		2005
<u>SAHUARITA</u>		
Parks, Recreation, Trails, and Open Space Master Plan		2008
<u>UA</u>		
Comprehensive Campus Plan Update		2009
Various General Plans, Comprehensive Plans, Strategic Plans		varies

2.2 RELEVANT HIGHLIGHTS

Customary to the focus of recreation master plans, most documents addressed the recreation aspect of local sports. Many of the required facilities relating to either passive recreation or recreational sports were noted as smaller community / neighborhood parks and facilities. For the use of this study, smaller parks

with less than two fields were not given priority, nor were typical passive recreation elements and facilities. Such facilities do indeed provide a supporting role to the competitive facilities outlined in this study. And some recreational facilities may even be an integral part of training or events such as The Loop.

A number of site or sport specific studies and concepts have been undertaken over the past decade. Some of these continue to be viable options for certain sports or sites, though perhaps in an updated or modified format from the original study/concept.

REGIONAL STUDIES

- a. Amateur Sports Economic Impact Survey – 2007
 - i. 40 amateur sporting event had a total economic impact of \$24 million/year (\$176 travel party member)
 - ii. Average economic impact per event was \$600k
 - iii. 77% of participants were likely to return to region
- b. Pima Regional Trail System Master Plan – May 2012
 - i. Analysis/Reporting
 - ii. Relationship to Study
 - iii. Relationship to Development Scenario(s)
- c. Competition Facility Guide – 2010
 - i. Analysis/Reporting
 - Tucson region has a number of competition level facilities.
 - Tucson Sports mission is to develop and enhance all aspects of amateur sporting in the region.
 - Tucson is an affordable, convenient (short drives between facilities), mid-sized city with family vacation opportunities related to sporting events.

PIMA COUNTY STUDIES

- a. Pima County Fair Grounds Master Plan and Study – 2012
- b. Pima County Comprehensive Plan

CITY OF TUCSON STUDIES

- a. Rillito Park Reborn – Rillito Park Foundation Concept Study – 2011
 - i. Site specific concept plan – racing, 4,000-10,000 seat stadium, soccer, and mixed use
- b. 10-Year Strategic Plan – 2006
 - i. Analysis/Reporting
 - Critical need to add facilities to address current deficiencies and projected growth
 - Strategic Directions: connectivity between facilities and OS, protect natural resources, accessibility, signature facilities, maximize resources, and develop lifetime customers
- c. Tucson Arena Conceptual Design – 2009
 - i. Site specific concept – downtown 11,500 seat arena, and mixed use
- d. Tucson General Plan – 2001
 - i. Analysis/Reporting
 - Abundant urban green space and recreation areas, protected open space and natural environment
 - Encourage intergovernmental and public-private partnerships to maximize opportunities
 - Maintain standards for location and function of facilities
 - Provide interconnected urban trail system
- e. Jim Rifkin Tennis Center Study

TOWN OF MARANA STUDIES

- a. Parks and Recreation Master Plan – 2010
 - i. Analysis/Reporting
 - Open Space and Recreation Facilities as “Green Infrastructure” for the Town

- Conserve natural resources, Provide active outdoor recreation opportunities, Contribute to local economy, Create “Destination” for outdoor activity and recreation

b. Strategic Plan

c. Town General Plan

i. Analysis/Reporting

- Create new recreation and sport facilities to support quality of life
- Support conservation and Marana Draft Habitat Conservation Plan (HCP)

d. Marana/OV Joint Study - Tourism Resources & Opportunities

TOWN OF ORO VALLEY STUDIES

a. Naranja Park Site Master Plan – 2007

- i. Site specific concept plan - ball fields, courts, tennis, comm center, aquatic center, BMX, skate

b. Town of Oro Valley General Plan

- i. Analysis/Reporting

- Protect and enhance the resort/residential image of OV
- Joint use facilities a priority due to scarce resources (OV, schools, private)
- Naranja Park Site as central role

c. Aquatic Center Feasibility Study

TOWN OF SAHUARITA STUDIES

a. Parks, Recreation, Trails and Open Space Master Plan – 2008

i. Analysis/Reporting

- Local community focused on both facilities and programs
- Identified partnerships, Acquire land for open space and active facilities

THE UNIVERSITY OF ARIZONA STUDIES

a. Comprehensive Campus Plan Update – 2009

b. Arizona Athletics Facility Master Plan Initiative (date)

3.0 REGIONAL FACILITIES AUDIT

It is important to understand the extent of existing facilities throughout Pima County that can serve as a foundation from which future needs can be assessed. Some assumptions must be made regarding the number of useful facilities as well as their usability as described below.

Furthermore, this audit represents the most extensive compilation of sports facilities in Pima County. It can be refined and expanded and should be used to provide a baseline for an ongoing inventory of facilities in the future.

3.1 METHODOLOGY

Various jurisdictions maintain an inventory of their facilities in one of many formats. This study assimilated such information and developed a single data base in a Geographic Information Systems (GIS) format that includes both table data (Data Base) as well as graphic representation of the data (Maps). The regional audit includes indoor and outdoor facilities from all jurisdictions and (to the extent of available information) all schools, private sports facilities meeting minimum auditing requirements. Minimum auditing requirements at this stage were defined as any existing facility comprised of at least two major sports fields (outdoor), and any significant number of indoor courts or facilities. Fields or courts could be aggregated by adding two separate facilities in close proximity to one another. The facilities may have been added to the audit where they otherwise would not have met the threshold on their own.

Digital and hard copy information from the jurisdictions was utilized to develop the data base. This information was then manually checked and reconciled by the project team based on regional and facility knowledge as well as an in-depth aerial survey and where needed, field verification.

This audit is intended to be a valuable starting point for future in-depth analysis of more specific facility capabilities. The exact dimensions of fields and courts listed in the data base should be spot checked and field verified in future phases to determine the exact amount, quality and capabilities of the existing facilities to host planned events.

3.2 DATA BASE

The following data base is available in digital format and directly linked to the Audit Maps. Both the data base and the maps are intended to be editable and expandable as part of future phases of this study.

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Facility ID	Facility Name	Facility Type	Ownership/ Operation	Outdoor Field of Play																Indoor Field of Play					
				BASEBALL		BASKETBALL		VOLLEYBALL		FOOTBALL		SOCCER		SWIM POOL		TENNIS		TRACK		ARCH.	GOLF				
				Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights						
65	KINO VETERANS MEMORIAL COMMUNITY CENTER	SS OUTDOOR	PUBLIC				1							1											
66	ABRAHAM LINCOLN REGIONAL PARK	MP OUTDOOR	PUBLIC	(1) HS			1		1	1	1	1		1		10		1							
67	KINO VETERANS MEMORIAL SPORTS COMPLEX	SS OUTDOOR	PUBLIC	(3) HS	(5) HS																				
68	TUCSON MOUNTAIN PARK		PUBLIC																			1			
69	ROBLES PASS TRAIL PARK		PUBLIC																			1			
70	FRED ENKE GOLF COURSE	SS OUTDOOR	PRIVATE																					1	
71	GROVES PARK	MP OUTDOOR	PUBLIC	(3) LL	(1) LL					2	2														
72	RUDY GARCIA PARK	MP OUTDOOR	PUBLIC	(4) LL	(2) LL	3					(2) SS	(1) SS													
73	WINSTON REYNOLDS-MANZANITA DISTRICT PARK	MP OUTDOOR	PUBLIC	(4) LL		1			2		1					2									
74	MANZANITA POOL PARK	SS OUTDOOR	PUBLIC											1											
75	GRIJALVA PARK	SS OUTDOOR	PUBLIC				1		1																
76	MISSION MANOR PARK	MP OUTDOOR	PUBLIC	(4) LL	(1) LL	1				1		(2) SS		1		2									
77	THOMAS JAY LITTLETOWN REGIONAL PARK	SS OUTDOOR	PUBLIC	(2) LL		2																			
78	PURPLE HEART PARK	SS OUTDOOR	PUBLIC	(2) LL	(2) LL				1					1											
79	DAN ECKSTROM SUMMIT NEIGHBORHOOD PARK	MP OUTDOOR	PUBLIC		(1) LL							(1) SS													
80	SAHUARITA LAKE PARK	SS OUTDOOR	PUBLIC			1								1		2									

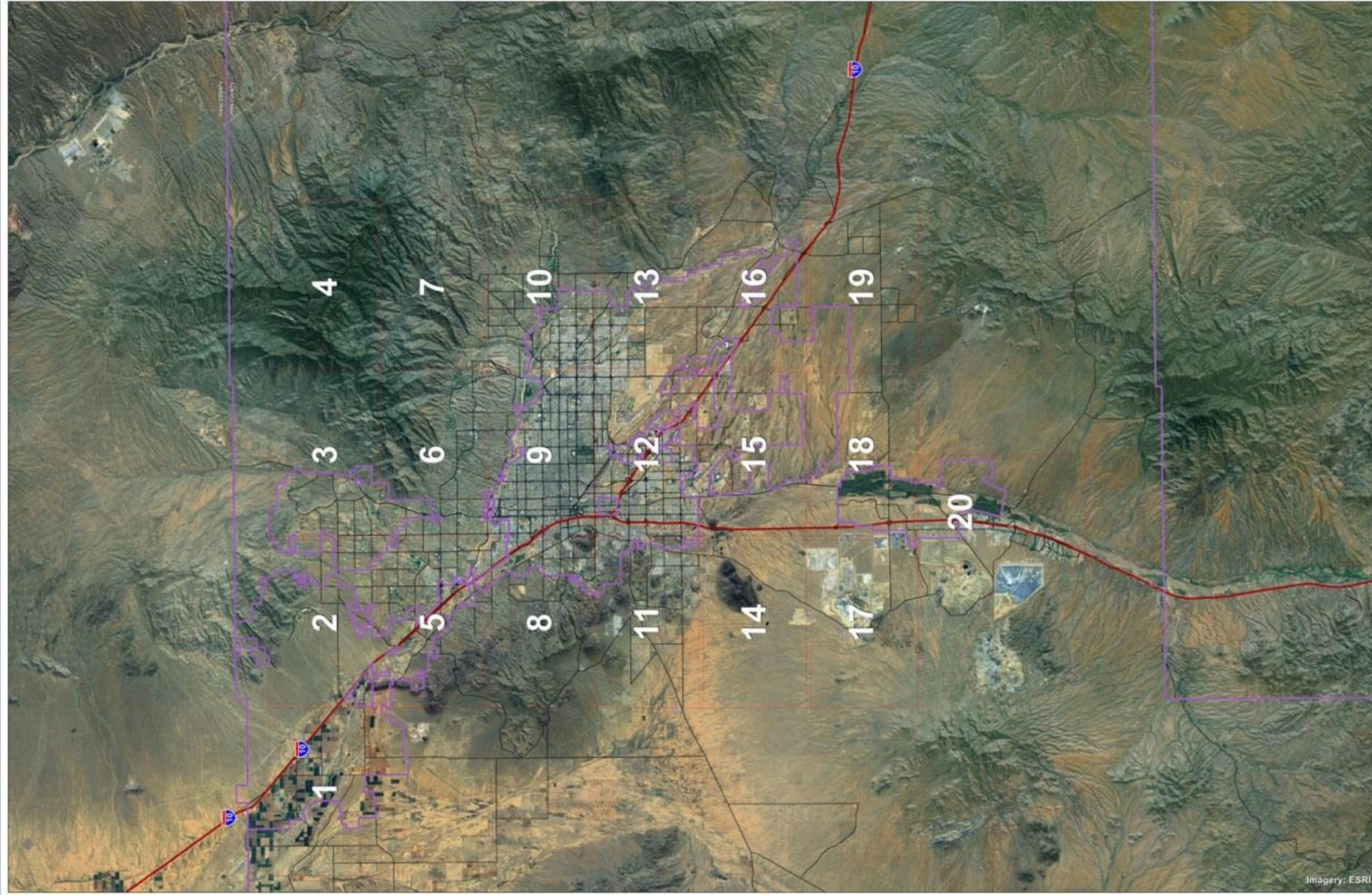
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Facility ID	Facility Name	Facility Type	Ownership/ Operation	Outdoor Field of Play														Indoor Field of Play				
				BASEBALL		BASKETBALL		VOLLEYBALL		FOOTBALL		SOCCER		SWIM POOL		TENNIS			TRACK		ARCH.	GOLF
				Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights	Lights	No Lights		Lights	No Lights		
206	BRICHTA ELEMENTARY	MP OUTDOOR	SCHOOL		(2) LL		2					1										
207	MENLO PARK ELEMENTARY	MP OUTDOOR	SCHOOL				2						1									
208	LYONS ELEMENTARY	MP OUTDOOR	SCHOOL		(2) LL		3															
209	HOWENSTINE HIGH MAGNET SCHOOL	MP OUTDOOR	SCHOOL						1		1	(1) SS				1						
210	MAXWELL MIDDLE SCHOOL	MP OUTDOOR	SCHOOL				4		2			2										
211	REYNOLDS ELEMENTARY	MP OUTDOOR	SCHOOL		(1) LL		3					(1) SS										
212	WRIGHTSTOWN ELEMENTARY	MP OUTDOOR	SCHOOL		(3) LL		3					1										

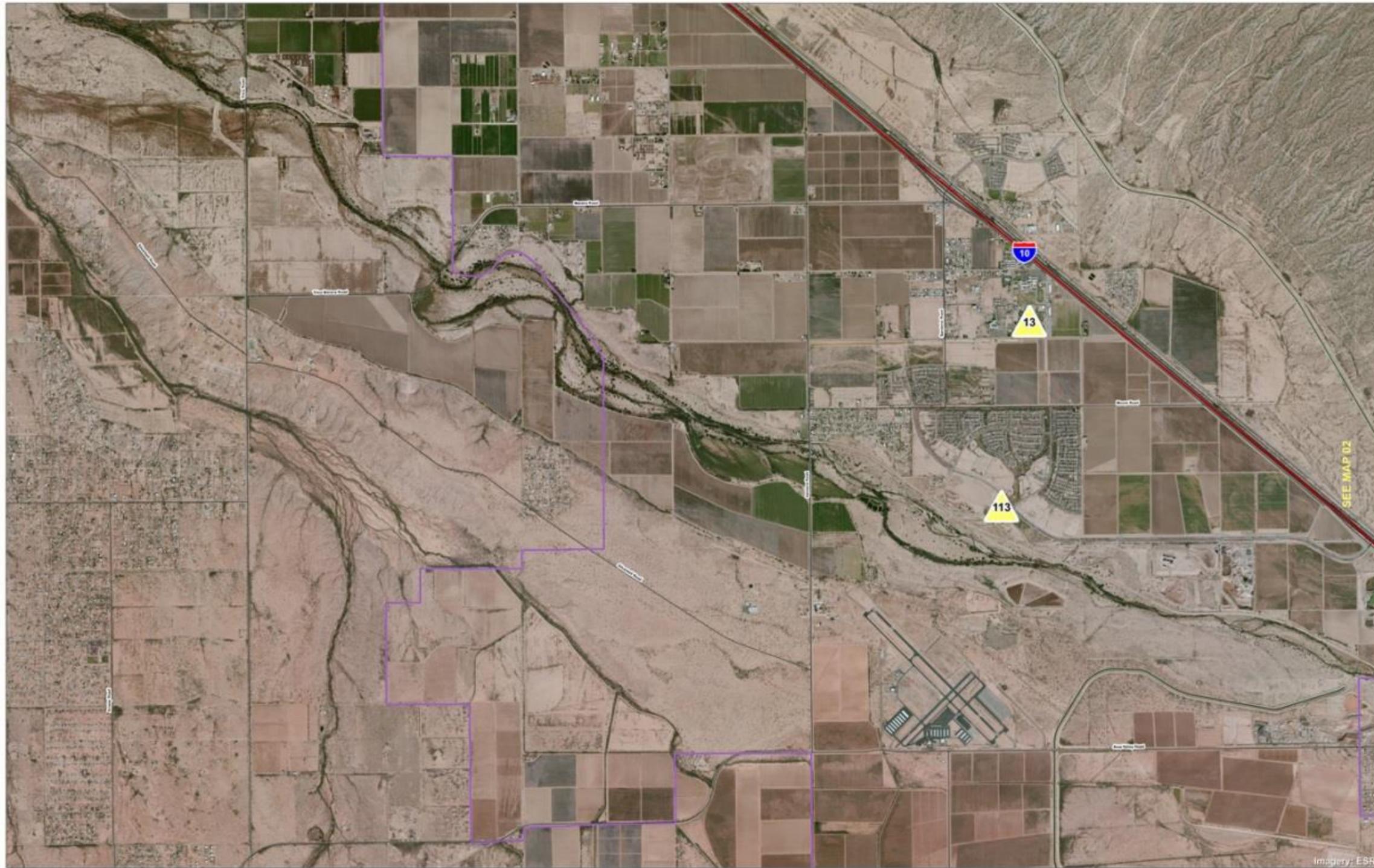
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MAP INVENTORY EXTENTS
PIMA COUNTY SPORTS FACILITIES ASSESSMENT
2013



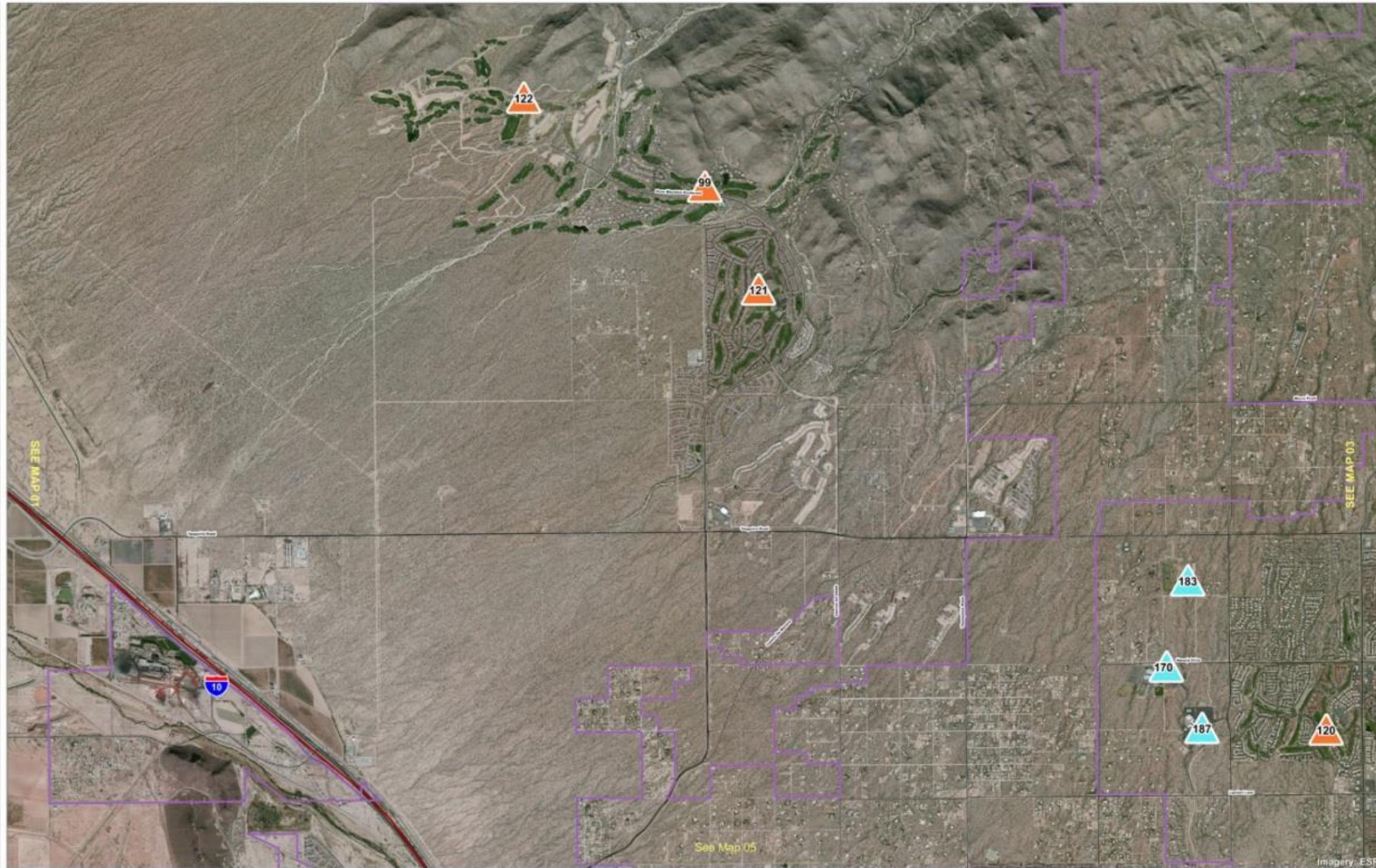
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LEGEND		Facilities	Ownership
	School Closures		
	Interstate		
	Jurisdictional Boundaries		
	Events Center		



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LEGEND

School Closures	Indoor Facility	Public
Interstate	Outdoor Facility	Private
Jurisdictional Boundaries	Combo Facility	Schools
Events Center		



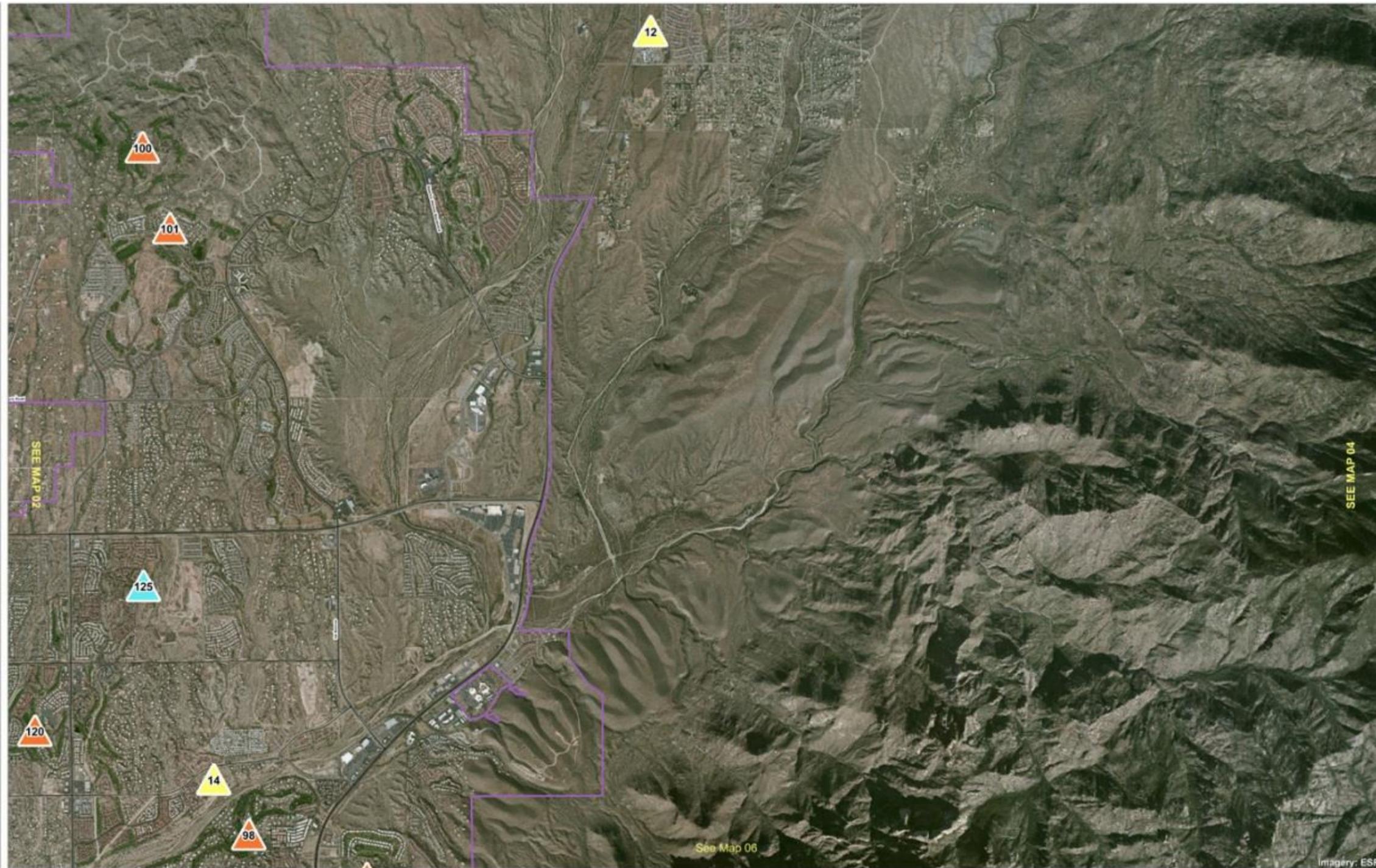
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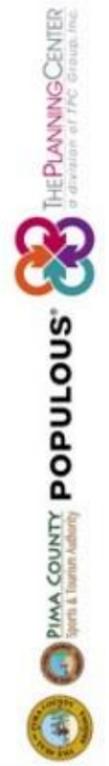
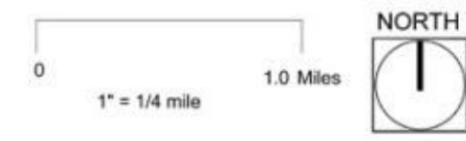
PIMA COUNTY
Sports & Leisure Authority

MAP #02
PIMA COUNTY SPORTS FACILITIES ASSESSMENT
2013

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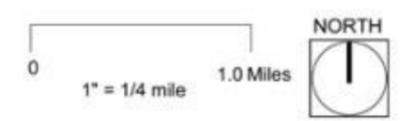
LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



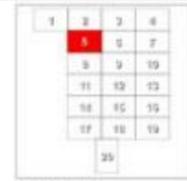
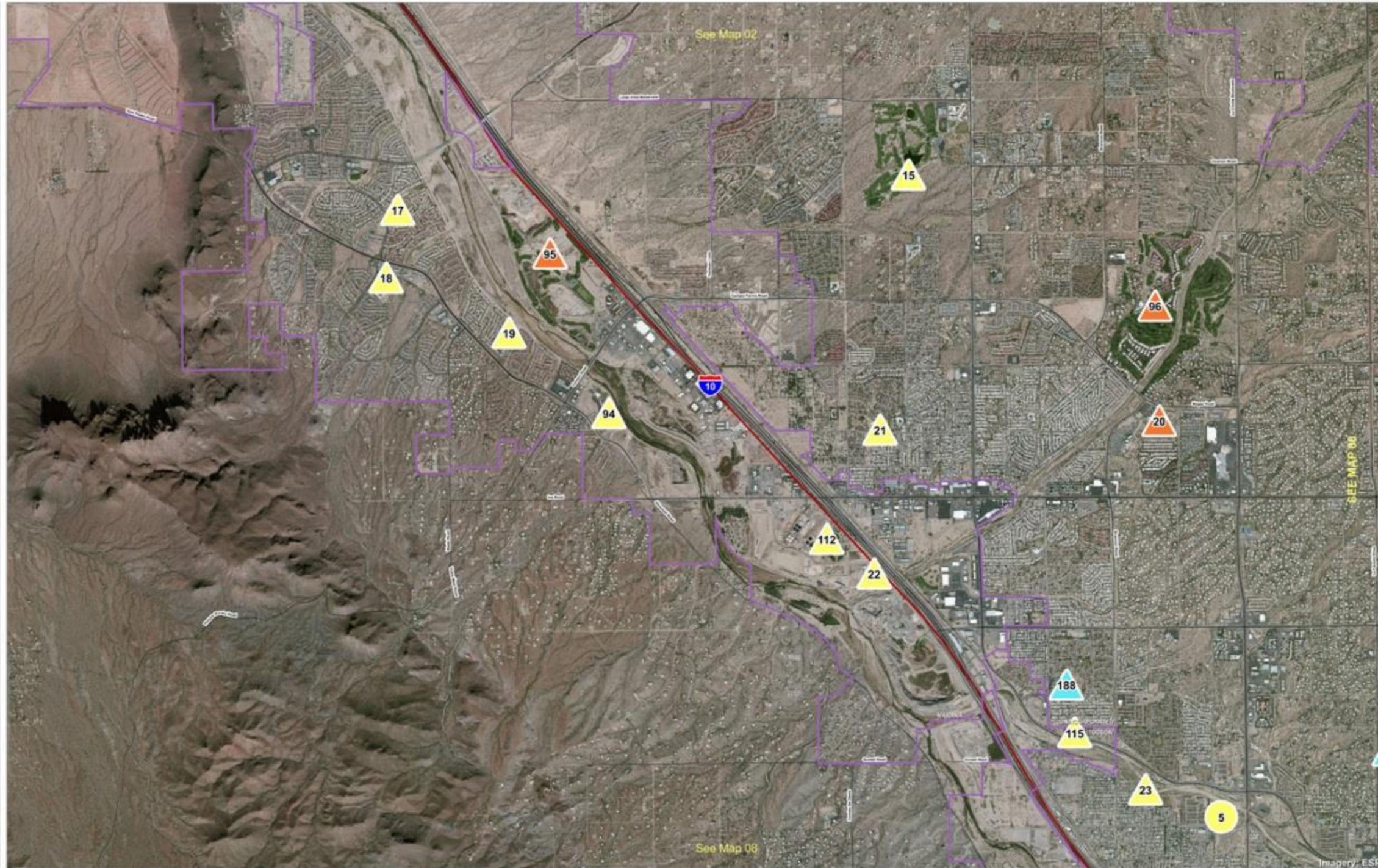
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LEGEND		Facilities	Ownership
	School Closures		Public
	Interstate		Private
	Jurisdictional Boundaries		Schools
	Events Center		



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KEY MAP

LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



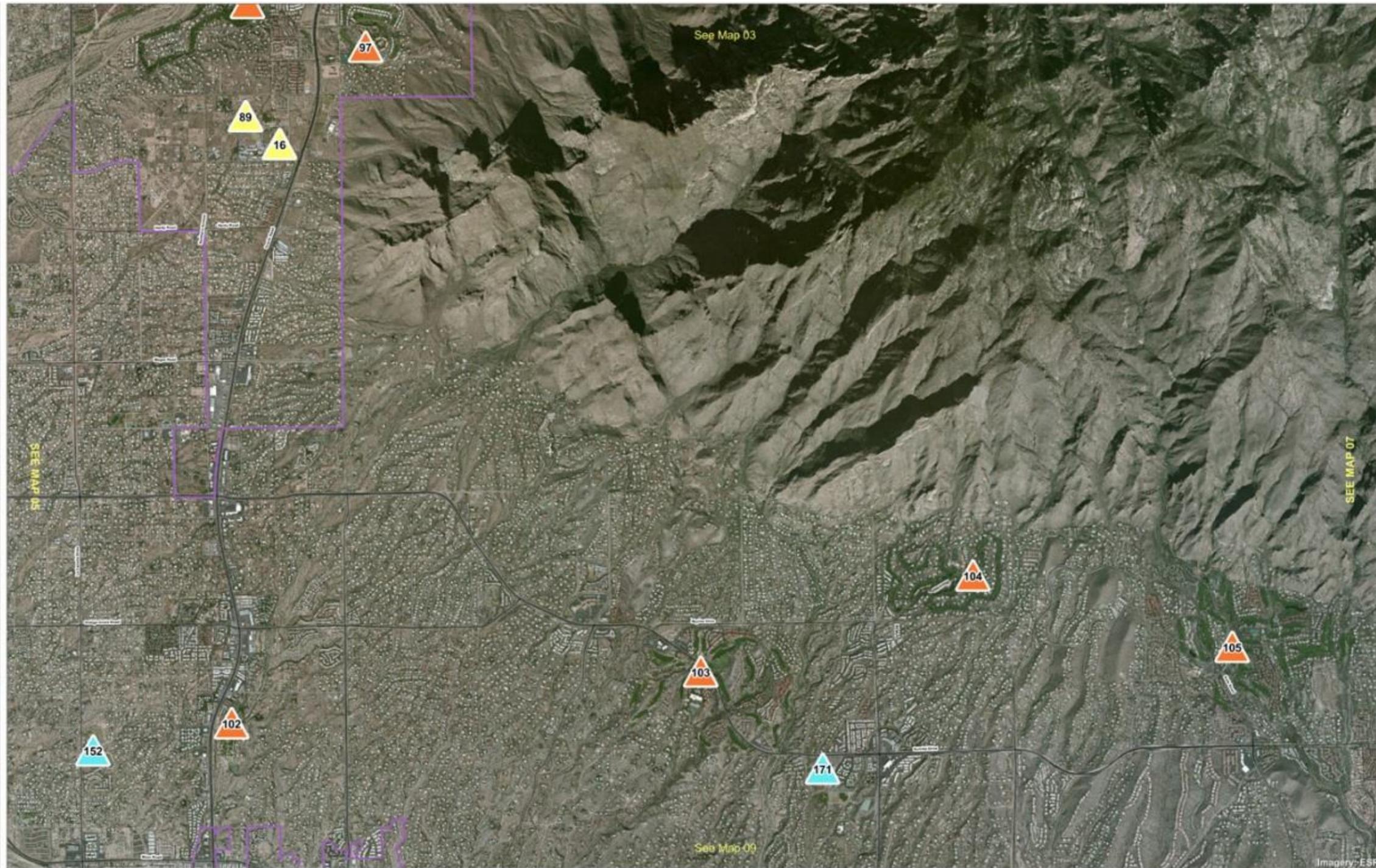
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MAP #05
PIMA COUNTY SPORTS FACILITIES ASSESSMENT
2013

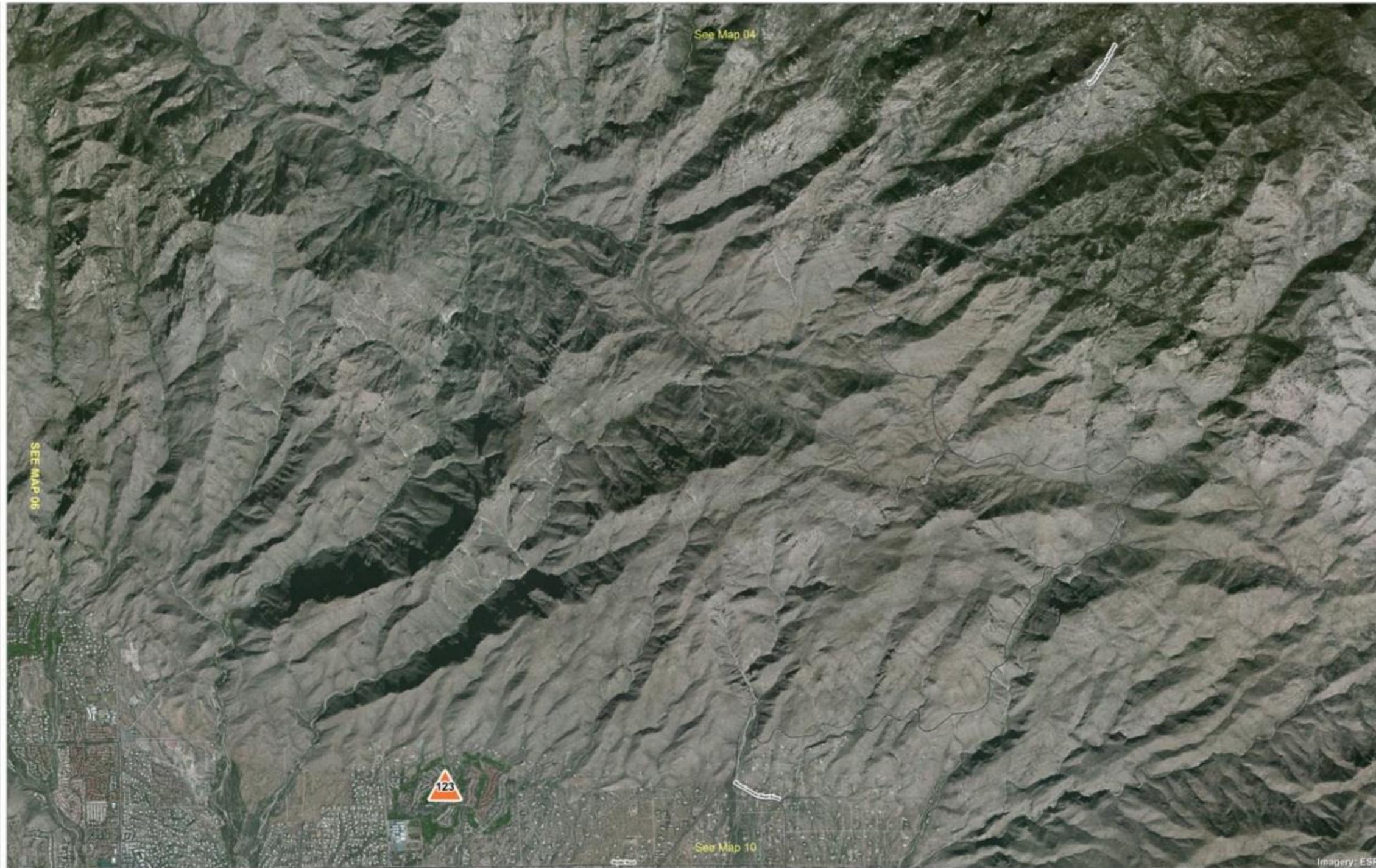
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LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



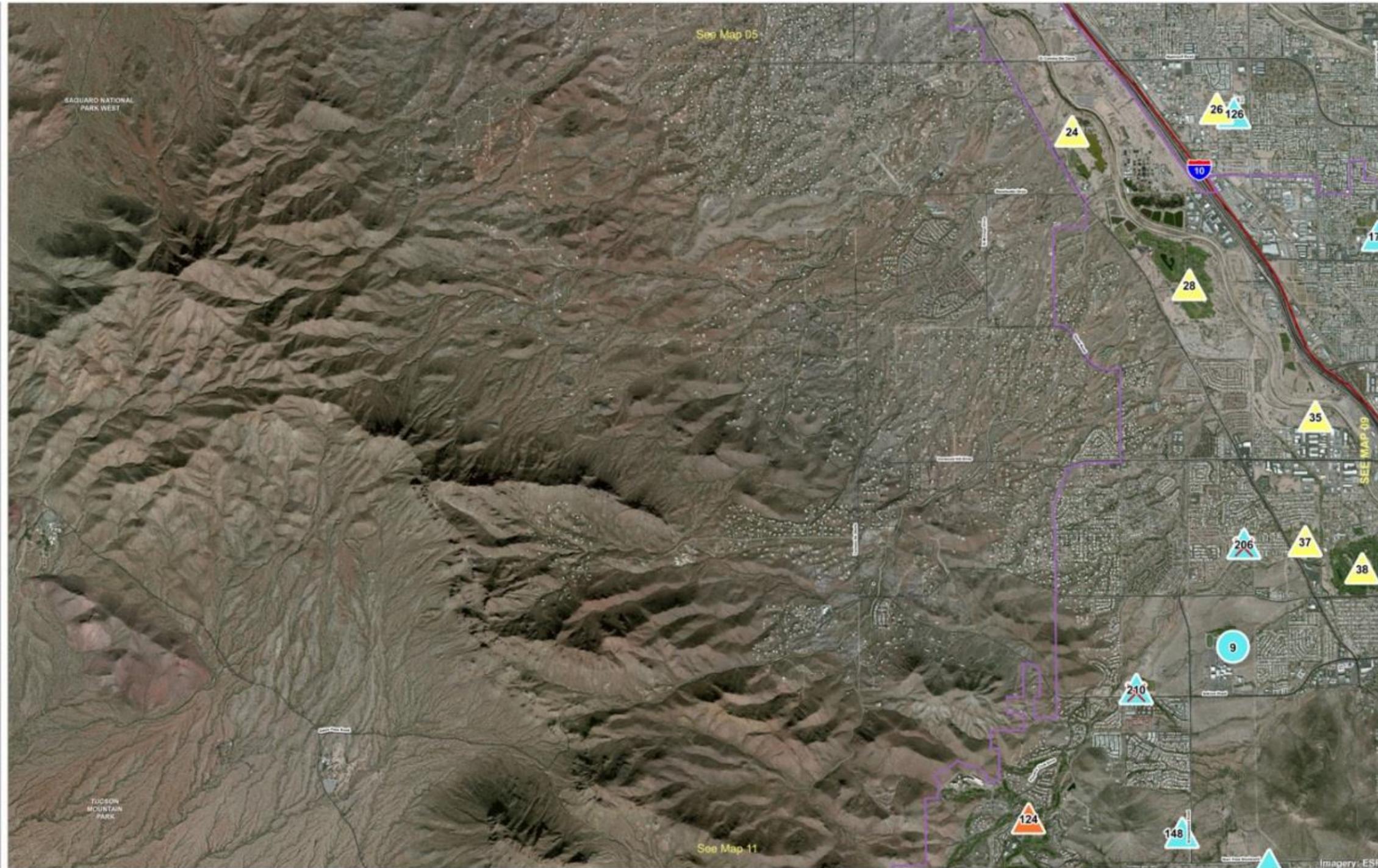
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LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



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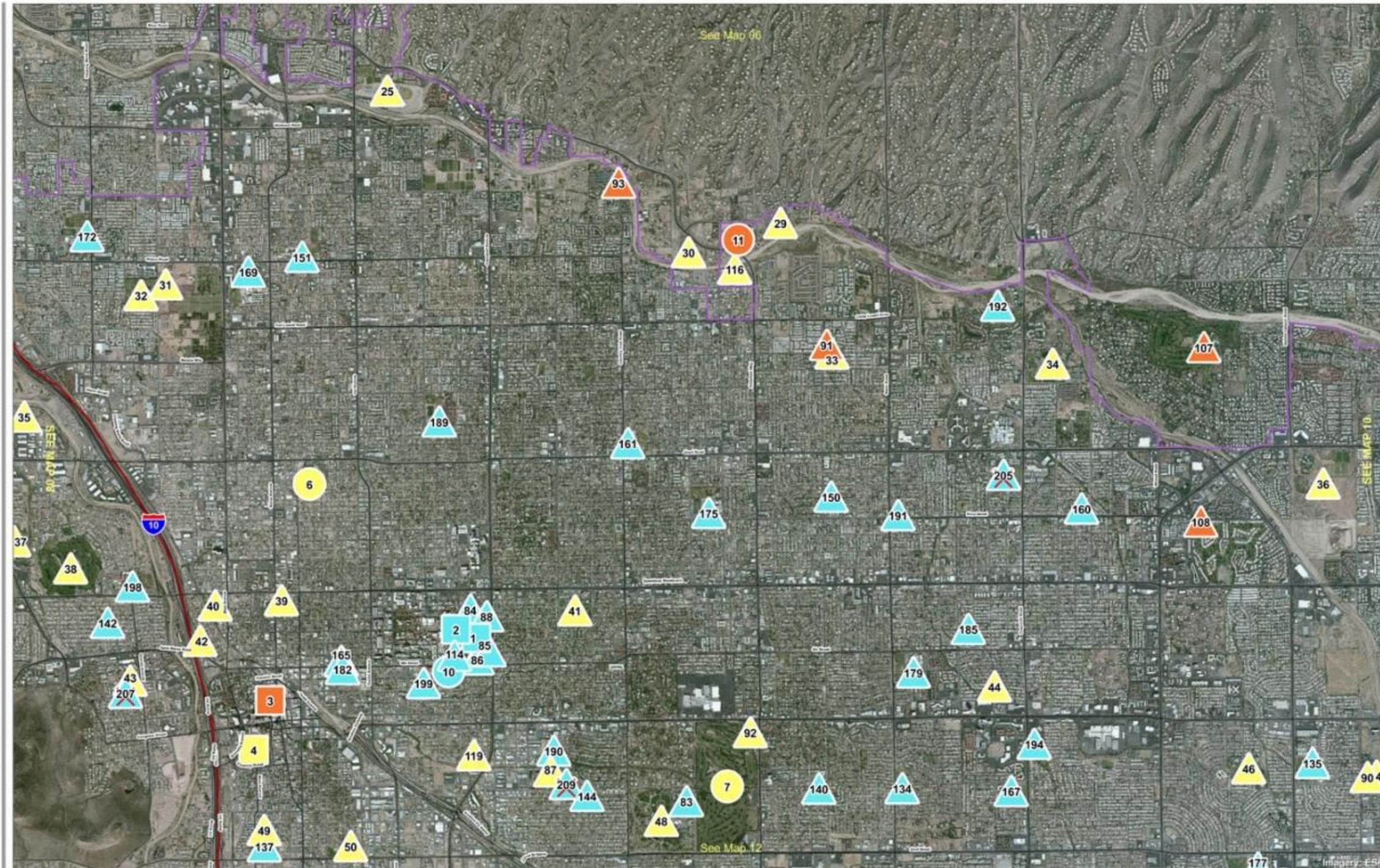


LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



MAP #08
PIMA COUNTY SPORTS FACILITIES ASSESSMENT
 2013

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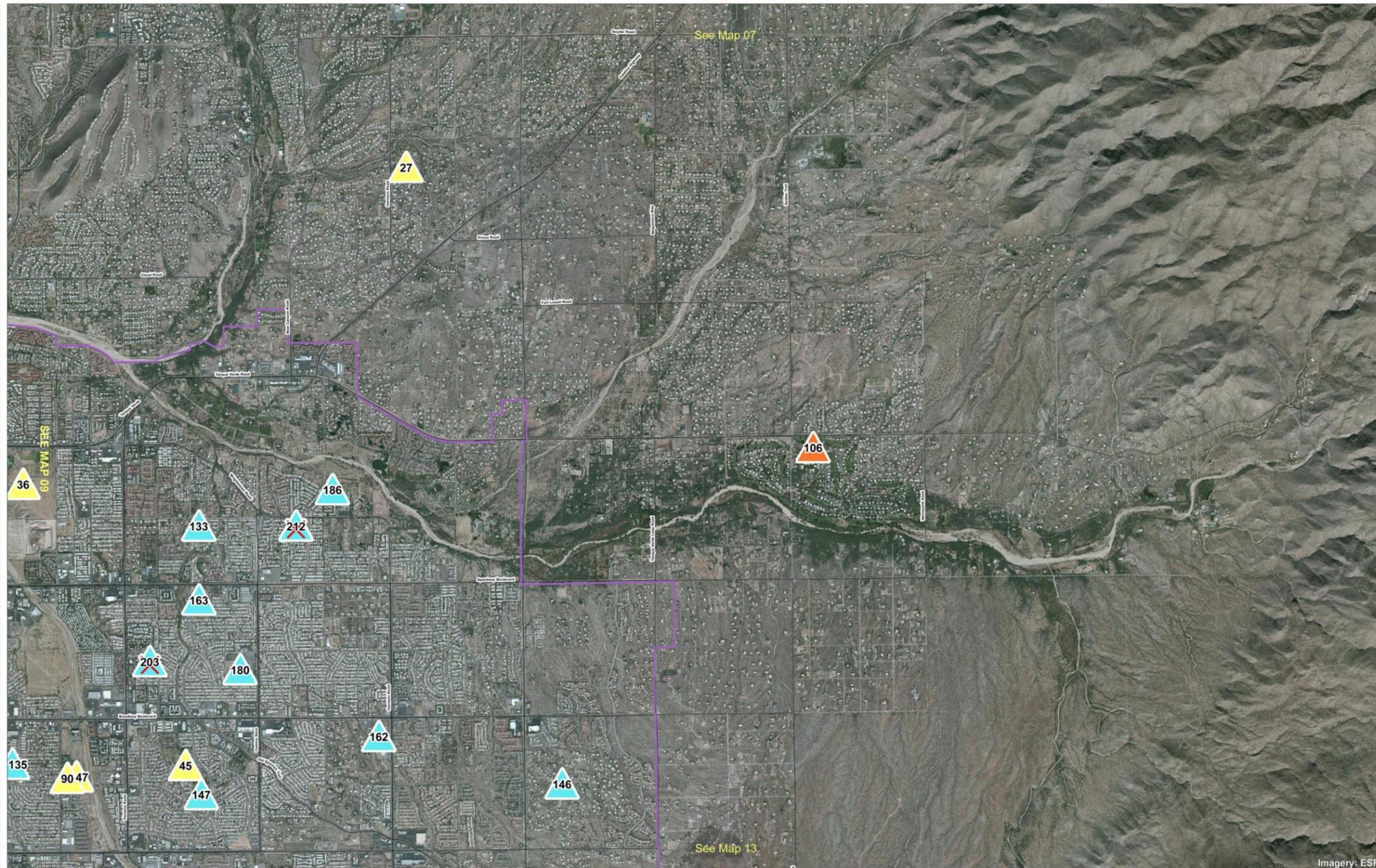


LEGEND		Ownership	
	School Closures		Public
	Interstate		Private
	Jurisdictional Boundaries		Schools
	Events Center		
Facilities			
	Indoor Facility		
	Outdoor Facility		
	Combo Facility		



MAP #09
PIMA COUNTY SPORTS FACILITIES ASSESMENT
2013

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KEY MAP

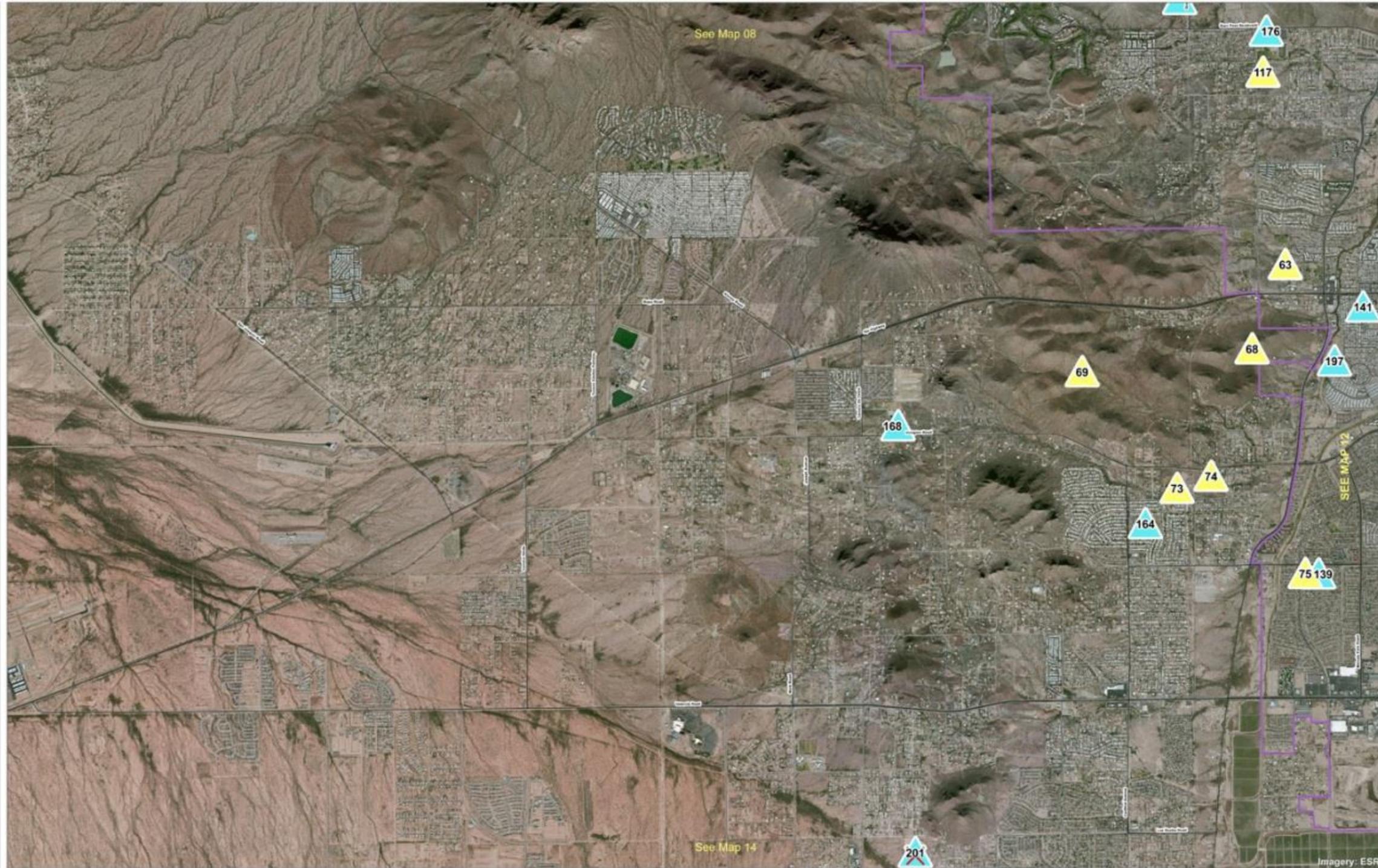


LEGEND

School Closures	Indoor Facility	Public
Interstate	Outdoor Facility	Private
Jurisdictional Boundaries	Combo Facility	Schools
Events Center		



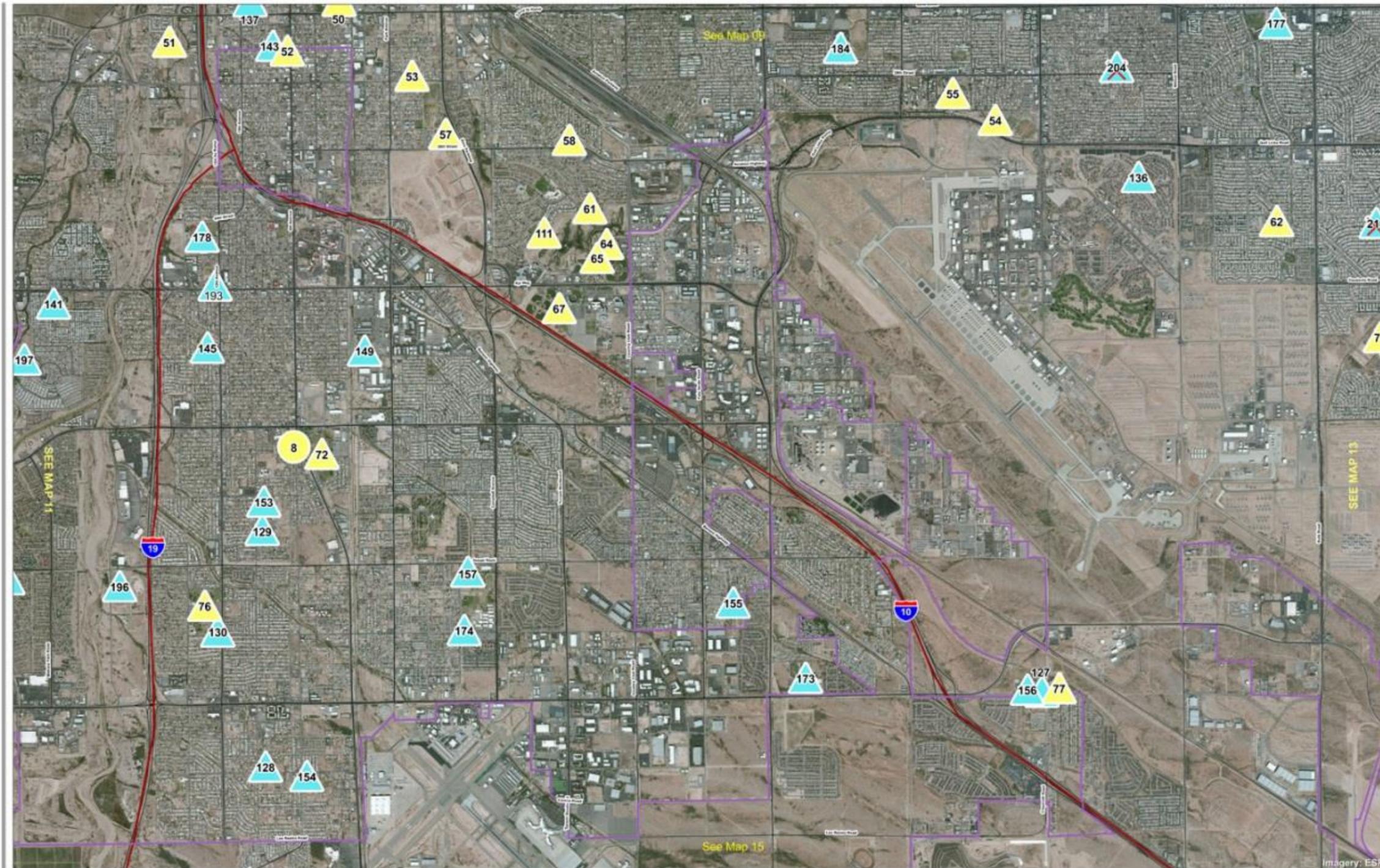
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LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



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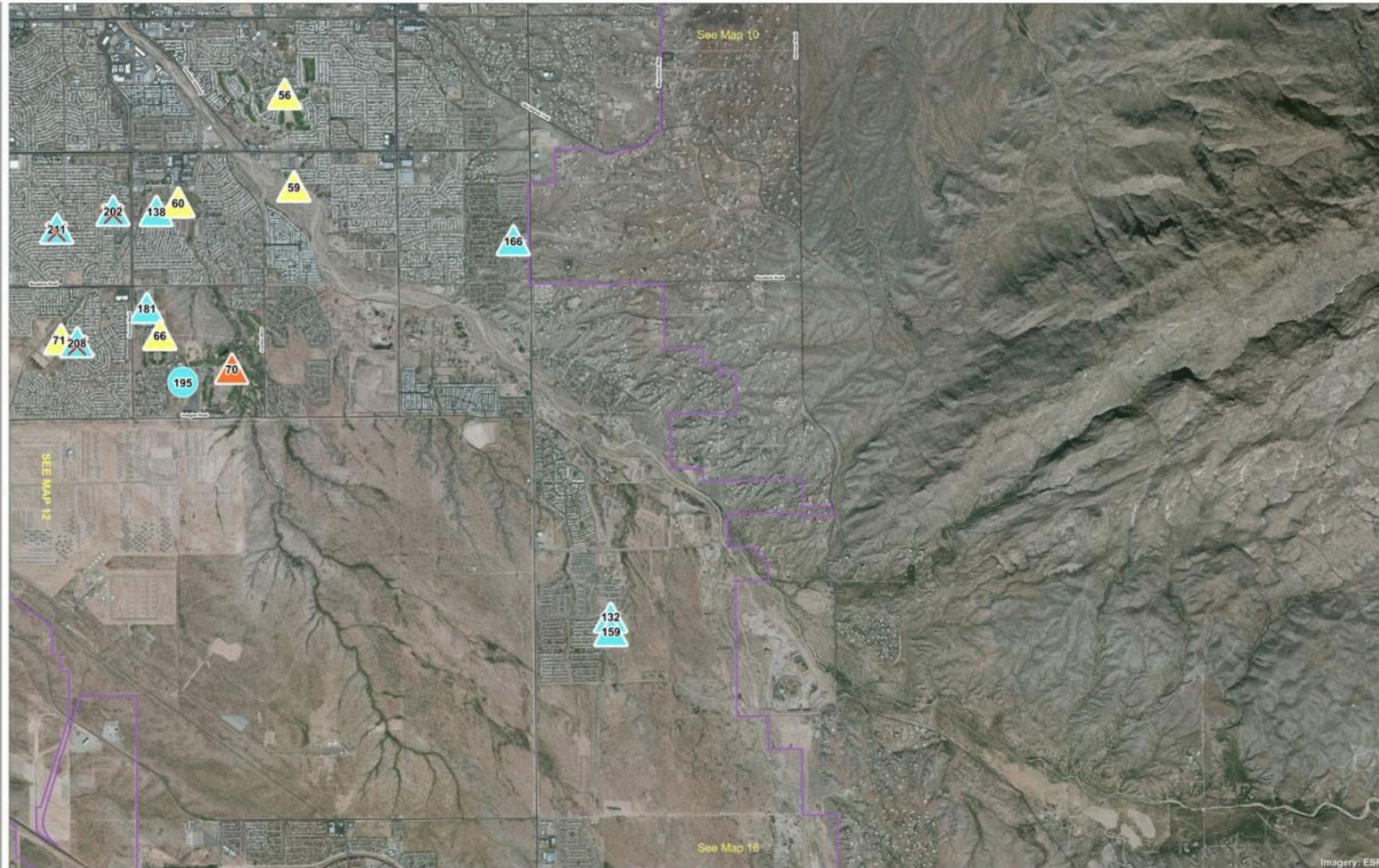


LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



MAP #12
PIMA COUNTY SPORTS FACILITIES ASSESSMENT
2013

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KEY MAP



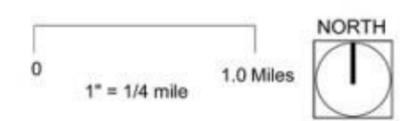
LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



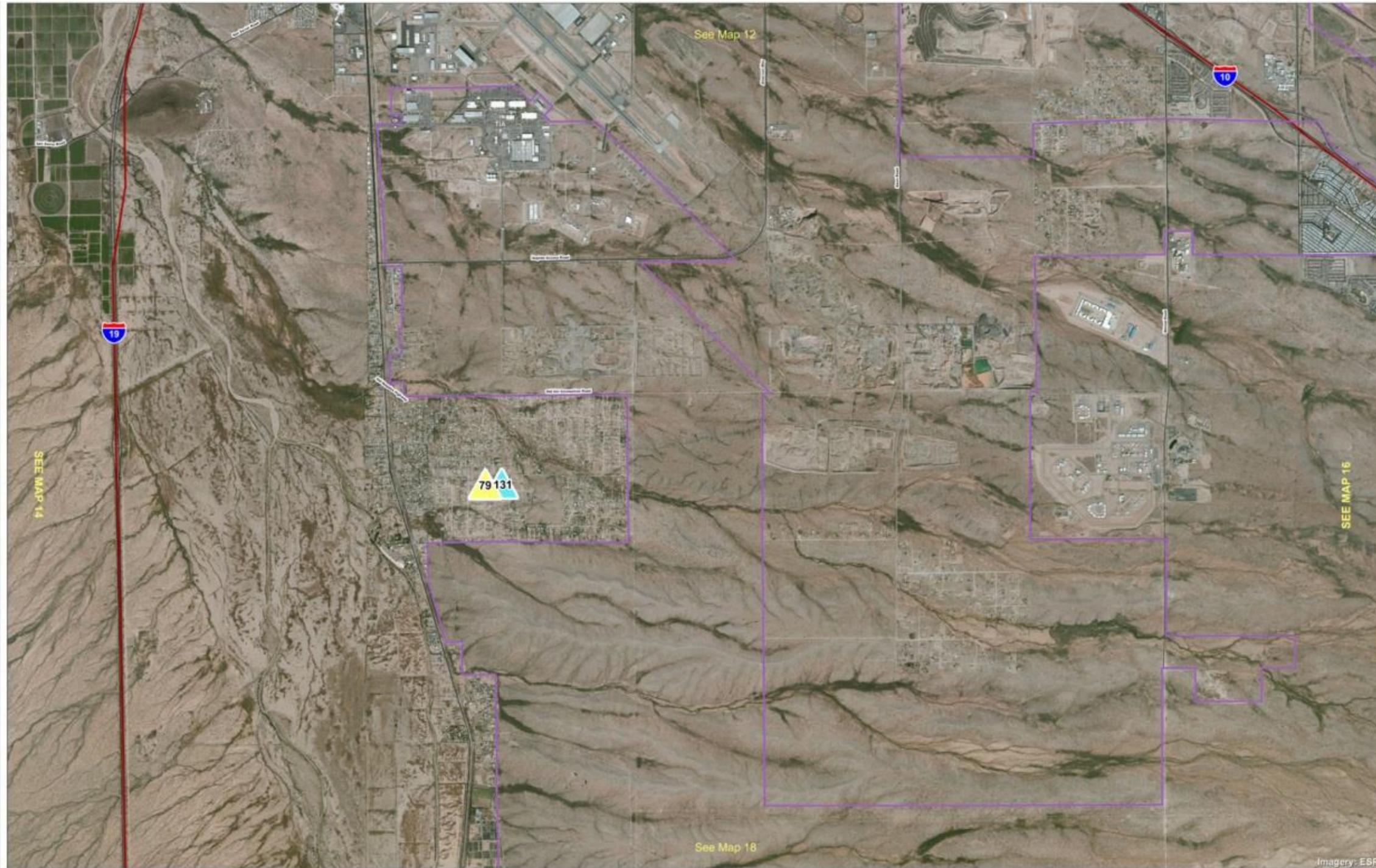
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LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



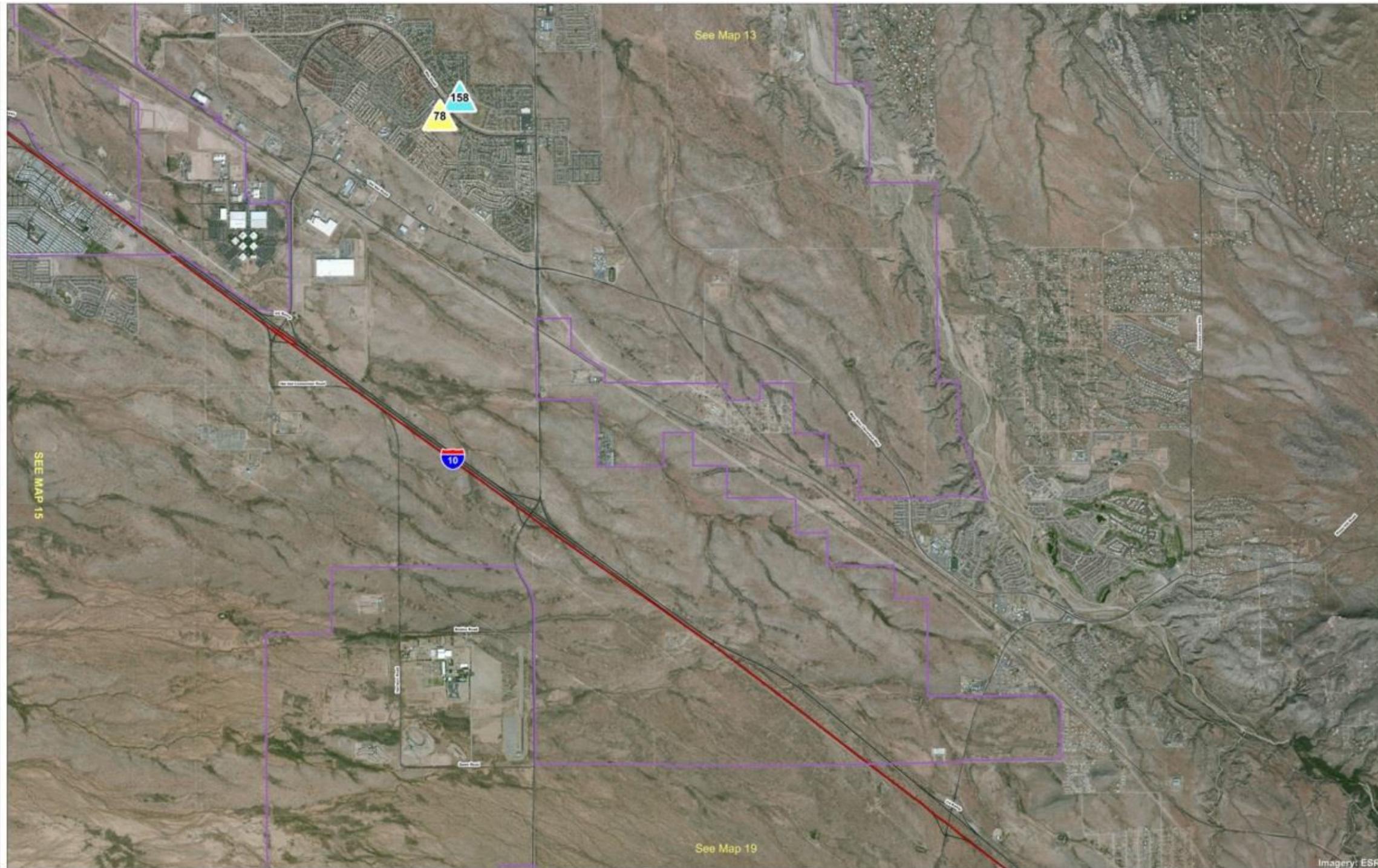
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LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



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11	12	13	
14	15	16	
17	18	19	
20			

KEY MAP



MAP #16
PIMA COUNTY SPORTS FACILITIES ASSESSMENT
 2013

LEGEND		
School Closures	Indoor Facility	Public
Interstate	Outdoor Facility	Private
Jurisdictional Boundaries	Combo Facility	Schools
Events Center		



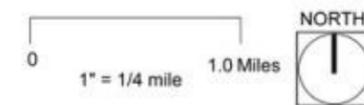
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11	12	13	
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KEY MAP

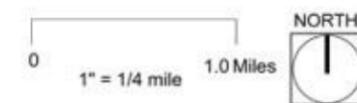
LEGEND		
School Closures	Indoor Facility	Public
Interstate	Outdoor Facility	Private
Jurisdictional Boundaries	Combo Facility	Schools
Events Center		



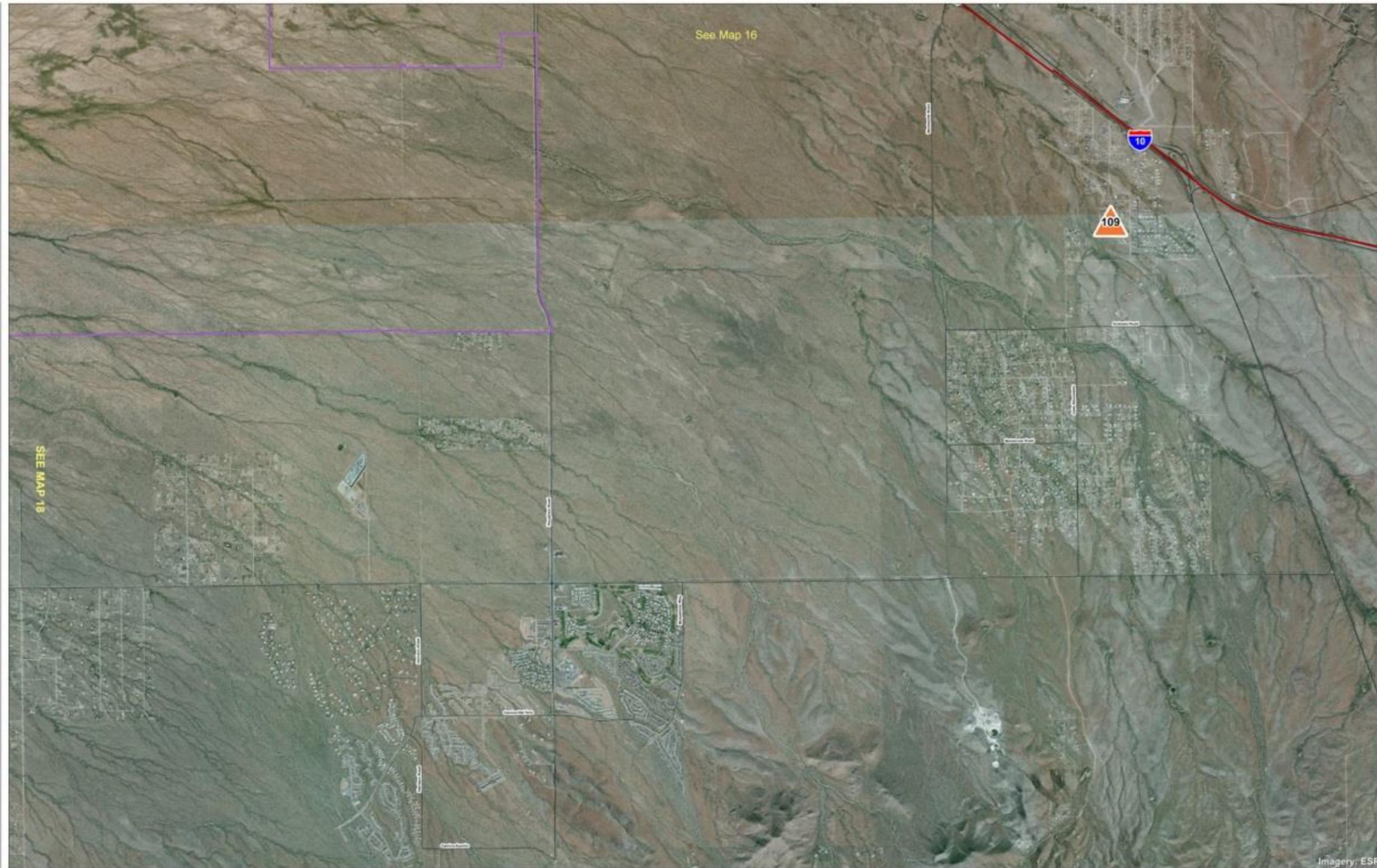
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LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



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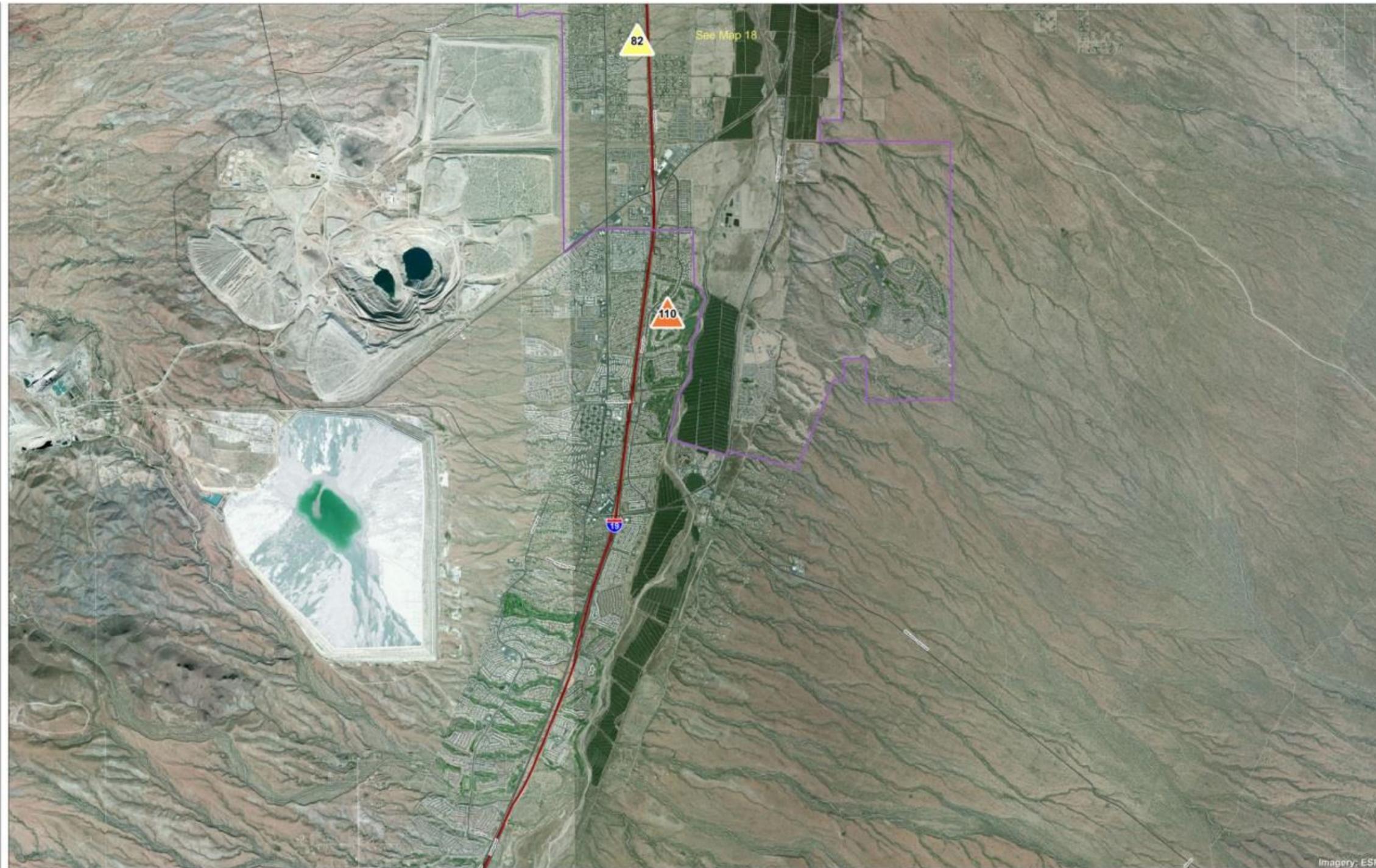


LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				

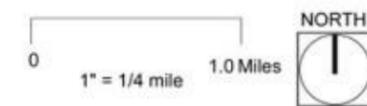


MAP #19
PIMA COUNTY SPORTS FACILITIES ASSESSMENT
 2013

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LEGEND		Facilities		Ownership	
	School Closures		Indoor Facility		Public
	Interstate		Outdoor Facility		Private
	Jurisdictional Boundaries		Combo Facility		Schools
	Events Center				



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4.0 PROGRAMMING

4.1 OVERVIEW

A reference document has been prepared, the Program Matrix, to serve as an overview of the types of sport activities examined and, in broad

terms, what the sport technical requirements are for conducting those activities at predetermined levels of participation.

The following regionally established sports have been recognized and these sports have been measured against several filters as follows:

TABLE 4.1 SPORT DEVELOPMENT PRIORITIZATION MATRIX

Locally Established Sports and Activities (developed in programming sessions)	Prioritization Filters					
	Large Local Participant or Interest Base (youth, club, senior, and elite)	Adequacy of Existing Facilities or Relatively low cost of improvements	Local Conditions (including climate) for Regional or National Draw	Relatively Low Cost of New Capital Improvements and O&M	Regularly Hosting Local and Regional Events	Periodically Hosting National Level Events
Aquatics						
Diving		✓	✓		✓	✓
Swimming			✓		✓	✓
Synchronized Swimming			✓		✓	✓
Archery		✓		✓	✓	
Athletics (Track and Field)	✓	✓	✓	✓	✓	✓
Cycling						
Road Cycling	✓	✓	✓	✓	✓	✓
Mountain Biking	✓	✓	✓	✓	✓	
BMX		✓	✓	✓	✓	
Baseball						
Professional	✓		✓			✓
Youth	✓	✓	✓	✓	✓	
Basketball	✓	✓			✓	
Football (Youth)	✓			✓	✓	
Golf	✓	✓	✓			✓
Indoor Ice Sheet Sports	✓				✓	
Lacrosse	✓			✓	✓	
Rodeo	✓		✓		✓	✓
Rugby			✓	✓	✓	✓
Running	✓	✓	✓	✓	✓	
Shooting (Trap & Skeet)		✓	✓			✓
Soccer	✓		✓	✓	✓	
Softball	✓		✓	✓	✓	
Tennis	✓	✓	✓		✓	
Triathlon	✓		✓		✓	
Volleyball (Indoor)	✓	✓			✓	

While it is recommended that these sports continue to be developed and promoted both

locally and in terms of hosting regular organized competitions at the highest level of participation,

programming for this study has included a much wider range of activities for the purposes of arriving at a more comprehensive proposal for the long term development of sport facilities and activities.

4.2 PROGRAM MATRIX

Programming data for the study have been aggregated into Table 4.2.1 and Table 4.2.2 for quick reference. Table 1 is divided into Sections A through F. Table 2 is divided into Sections A through E.

Table 4.2.1 describes the sports and activities considered in this study as follows:

- **Section A: Primary Activities and Supporting Activities**

A range of activities has been listed and placed into two broad categories; primary and secondary activities. Primary activities are listed alphabetically by using industry standard sport technical definitions with disciplines within each sport as sub sets. Secondary activities are listed alphabetically, and are considered largely recreational in nature, and therefore are not the focus of this study.

- **Section B: Levels of Participation**

Four broad levels of participation have been identified:

1. Recreation and Leisure
2. Youth and Fitness
3. Amateur and Organized Clubs
4. *Professional **

** Economic driver which could serve a significant number of activities at the other levels of participation.*

- **Section C: Development Criteria by Activity**

Criteria has been gathered from a variety of sport technical sources

Sport and Event Specific Standards & Measures

- Indoor vs. Outdoor Activities
- Multi-purpose or Specialized Field of Play
- Event or Special Event Uses
 - Status: Olympic Games, Paralympic Games, or Emerging Sport
 - Gross Seating Capability
 - Transport Systems including Mass Transit

- **Section D: Research and Auditing**

An initial assessment of existing regional conditions has been performed. For the status of this portion of the study refer to Chapter 3.

- **Section E: Proposed Individual Response**

After assessing the existing regional conditions, coupled with sport technical and event hosting development criteria, the study provides a proposal for each individual activity or set of sub-activities in one or more of five development options:

- Recommend no action at this time
- Identify an Existing Facility
- Identify an Existing Facility with modifications
- Identify or Modify a Planned Facility
- Propose a New Facility

- **Section F: Conceptual Development Scenario**

With each of the individual activities being assigned development options, an initial study has been performed to aggregate these individual proposals into a holistic over-arching proposal. This is a very important step in the process, as almost in all cases, there are interrelated ramifications on one hand, and a great deal of synergy which can be developed on the other hand, with a comprehensive approach with all activities considered simultaneously.

Table 4.2.2: Business Plan Modeling & Economic Viability Assessments

A foundation has been provided for future phases of the study to thoroughly cover the areas of business plan modeling and economic viability assessments.

The elements identified in Tables 4.2.1 and 4.2.2, along with scenario component concepts put forth in Chapter 6, and initial data in Appendix C, can help serve as a basis for this work.

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Pima County Sports Facilities Assessment 2012

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SECTION A		SECTION B				SECTION C								SECTION D	SECTION E					SECTION F							
Activity		Level of Activity (Facility Capability)				Sport Specific Criteria								Audit (notes)	Sport Specific Proposals (notes)					Findings and Recommendations of the Study							
SECTION A		Recreation & Leisure	Youth Orgs. & Sport Clubs	Regional and National Events	Professional	Field of Play Requirements (each module or playing surface)				Facility Requirements				Olympic Games	Paralympic Games	Existing and Planned (Funded) Facilities	Not included in Scenarios	Existing	Planned	New	Development Scenario	Development Timeline					
Outdoor winter sports not listed. Disabled Sports listed in () where Field of Play is Specialized		Entertainment	High School	Collegiate and Amateur		Specialized (Indoor)	Specialized (Outdoor)	Multi-Purpose (Indoor)	Multi-purpose (Outdoor)	Site Area	Sport Specific Support Services	Gross Seating Capability	Mass Transport (Parking)	Program	Program	Refer to Regional Facilities Audit	No Recommendation	No modifications	Modifications Required	Auditing Required	2014 Bond Election	PCSTA 2014 Referendum	Other funding Sources	Refer to Program Matrix Notes or Section 6	Future Phase of Study		
Aquatics	Diving: 1m, 3m, 10m		•	•		35m x 35m								•				•						1, 2			
	Swimming (Para-Swim)		•	•		35m 60m								•	•			•							1, 2		
	Marathon Swim		•	•					•													•			Section 6.2.5		
	Synchronized		•	•		•	•																		1, 2		
Archery	(Para-Archery)		•	•					•																		
Athletics	Cross Country		•	•																							
	Marathon (Wheelchair)		•	•																							
	Race Walking		•	•																							
	Track & Field (Para Athletics)		•	•		200m Track	400m Track																				
Badminton	(Para Badminton)		•	•																						Section 6.2.3	
Baseball			•	•	•																					Section 6.2.4	
Basketball	(Wheelchair)		•	•																							
Bocce Ball			•	•																							
Boccia (Paralympic)																											
Bowling			•	•	•	•																					
Boxing			•	•	•																					4	
Canoe/Kayak	Slalom (Para Canoe/Kayak) Sprint (Para-Canoe)																										
Cricket			•	•																							
Curling	(Wheelchair)		•	•		•																				Section 6.2.2	
Cycling	BMX		•	•		•	•																				
	Mountain Bke		•	•	•																						
	Road		•	•	•																						
	Track (Para Cycling)		•	•	•	250m Track																				Section 6.2.5	
Equestrian	Dressage (Para)		•	•																							
	Eventing		•	•																							
	Jumping		•	•																							
Fencing	(Wheelchair)		•	•																						Section 6.2.3	
Football-American	Flag		•	•																						Section 6.2.2, 6.2.6	
	Tackle		•	•																						Section 6.2.2, 6.2.6	
Goalball			•	•																						Section 6.2.3	
Golf			•	•	•																						
Gymnastics	Artistic		•	•																							Section 6.2.3, 6.2.8
	Rhythmic		•	•																							Section 6.2.3
	Trampoline		•	•																							Section 6.2.3
Handball	American or Court		•	•		•																					
	Team		•	•																						Section 6.2.3	
Hockey	Field		•	•																							Section 6.2.2, 6.2.6
	Ice (Ice Sledge)		•	•		•																					Section 6.2.8
	Roller		•	•																							
Kickball			•	•																							
Lacrosse			•	•																						Section 6.2.2, 6.2.6	

PCSFA Chapter 4 Program Matrix Table 1 V1.xlsx

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Pima County Sports Facilities Assessment 2012

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Activity		Level of Activity (Facility Capability)				Sport Specific Criteria								Audit (notes)	Sport Specific Proposals (notes)				Findings and Recommendations of the Study				
SECTION A		Recreation & Leisure	Youth Orgs. & Sport Clubs	Regional and National Events	Professional	Field of Play Requirements (each module or playing surface)				Facility Requirements				Existing and Planned (Funded) Facilities	Not included in Scenarios	Existing	Planned	New	Development Scenario	Development Timeline			
		Entertainment	High School	Collegiate and Amateur		Specialized (Indoor)	Specialized (Outdoor)	Multi-Purpose (Indoor)	Multi-purpose (Outdoor)	Site Area	Sport Specific Support Services	Gross Seating Capacity	Mass Transport (Parking)	Program							Program	Refer to Regional Facilities Audit	No Recommendation
Outdoor winter sports not listed. Disabled Sports listed in () where Field of Play is Specialized	Disabled Sport Diciplines shown in () where Field of Play is the same																						
Additional Sports and Recreational & Leisure Activities	Sub-activity																						
Billiards	Snooker																						
Bird Watching																							
Camping																							
Caving																							
Cheer																							
Chess																							
Darts																							
Dance (Wheelchair)	Sport, Jazz, Modern																						
Dog Agility Skills																							
Falconry																							
Fishing																							
Gymnastics	Tumbling																						
Hang Gliding																							
Hiking																							
Horse Racing																							
Horseshoes																							
Hot Air Ballooning																							
Hunting																							
Mixed Martial Arts																							
Model Airplane/Boating																							
Motocross																							
Mountaineering																							
Orienteering																							
Paintball																							
Para Gliding																							
Parachuting																							
Racing (Automobile)	P-1 Kart, F-4 Road Course																						
Rafting																							
Rock Climbing																							
Shuffleboard																							
Skateboarding																							
Twirling																							
Yoga																							

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4.3 INTERACTIVE PLANNING SESSIONS

Three interactive planning sessions were conducted during the course of the study. These sessions focused primarily on information gathering and receiving feedback on planning proposals.

4.3.1 WORKSHOP #1

Workshop #1, held in January of 2013, invited the various jurisdictions from Pima County. In most cases each jurisdiction was represented by their respective Park and Recreation Director and Economic Development Director. The focus of this session was to present the mission, goals, and parameters of the study and to gain initial feedback.

The following is a list of attendees from the January 24, 2013 Interactive Planning Workshop #1:

INTERACTIVE PLANNING WORKSHOP #1 – January 1, 2012		
NAME	TITLE	ORGANIZATION
Vince Trinidad	Director	Tucson Sports / MTCVB
Deitrick Smart	Recreation Leader	Town of Sahuarita
Ken Ventura	Recreation Administrator	Town of Sahuarita
Tom Ellis	Director	Town of Marana Parks and Rec.
Fred Gray	Director	Tucson Parks and Recreation
Lynn Zwaagstra	Director, Campus Recreation	University of Arizona
Chris Bartos	Director, Pima County Stadium District	Stadium District
Joseph Doyle	Community Planner	Davis-Monthan Air Force Base
John Perrin	U of A Athletics CFO	University of Arizona
Curt Woody	Economic Development	Town of Marana
Amanda Jacobs	Economic Development Manager	Town of Oro Valley
Catherine Vorrasi	Aquatics Manager	Town of Oro Valley
Gerald Fayuant	Director – Planning and Economic Development	Tohono O’odham Nation
Jerry Carlyle	Vice Chairman San Xavier District	Tohono O’odham Nation
Nanette Slusser	Assistant County Administrator	Pima County
Alberta Charney	Economist	University of Arizona
Linda McNulty	Board Chair	Pima Co. Sports & Tourism Authority
Jane Duarte	Capital Planning Manager	Tucson Parks and Recreation
Hank Atha	Deputy County Administrator	Pima County

4.3.2 EVENT ORGANIZERS SUMMIT

The Event Organizers Summit, held in early May of 2013, invited a broad cross section of individuals and groups who have developed and promoted organized sport activities across the region. The primary purpose of this session was to hear from a

group who collectively represents a diverse population in the region. The consulting team presented the process and initial findings of the study and received a great deal of valuable feedback and specific recommendations.

The following is a list of attendees from the May 1, 2013 Event Organizer Summit:

EVENT ORGANIZER SUMMIT – May 1, 2013 (attendees)		
NAME	TITLE	ORGANIZATION
Rand Acceta	President	Southern Arizona Road Runners Club
Tim Bentley		
Rich Alexander	President	Tucson Badminton Club
Curt Cannon		Ft. Lowell Soccer Club
Tom Carle	Junior Commissioner	Arizona Amateur Softball Association
Seton Clagget	President	Trisports.com
Richard DeBenardis	Founder	Perimeter Cycling
Greg Foster	Managing Partner	FC Tucson
Karen Farrell	Director	Tucson Soccer Academy
Jennifer Fuchs	Head Pro	El Conquistador Tennis Club
Brian Grasky	President	Grasky Endurance
Fred Harvey	Head Coach	U of A Track & Field
Candy Kaemeyer	President	Tucson Synchro Swimming Club
Chris Keeney	Managing Partner	FC Tucson
Bill Leith	N/A	Kino Baseball League/Babe Ruth Baseball
Michele Mitchell	President	Tucson Diving Team
Jim Reffkin		Reffkin Tennis Center
Meghan Houk		
Jim Tiggas	Founder	Tucson Invitational Games
Don Tringali	Director	Sporting Chance
Brad Despain		Rodeo

The following is a list of invitees, not attended from May 1, 2013 Event Organizer Summit:

EVENT ORGANIZER SUMMIT – May 1, 2013 (non-attendees)		
NAME	TITLE	ORGANIZATION
Kirk & Julie Vaughn	President	Southern Arizona Road Runners Club
Ben & Michele Chandler		
Michael Bragelman	Board Member	Tucson Trap & Skeet
Lee Bachman		Tucson Trap & Skeet
Rick Schantz & Jonathan Pearlman		FC Tucson
Jeanne Struck		Swimming
Mike Kapp	Head Coach	UA Lacrosse
Bill Lang	Director	Club Cactus Volleyball
Bill Fronzaglio	N/A	Baseball
Marilyn Hall	N/A	Perimeter Cycling
Claire D'Amore	N/A	Perimeter Cycling/Sand Volleyball

4.3.3 WORKSHOP #2

Workshop #2, held in late May of 2013, invited primarily the same group of individuals from Workshop #1. The focus of this session was to update the group as to the progress of the study and to introduce initial ideas for sport development concepts. These concepts included both proposals for sport activities and facility and building types commonly associated with those activities.

The following is a list of attendees from the May 23, 2013 Interactive Planning Workshop #2:

NAME	TITLE	ORGANIZATION
Fred Grey	Director	City of Tucson Parks & Rec
Jane Duarte	Architect Manager	City of Tucson Parks & Rec
Rafael Payen	Director	Pima County NRPR
Debbie Summers	Director	Sahuarita Parks & Rec
Dietric Smart	Recreation Leader	Sahuarita Parks & Rec
Tom Ellis	Director	Marana Parks & Rec
John Pernin	Senior Financial Officer	UA Athletics
Kristy Diaz-Trahan	Director	Oro Valley Parks & Rec
Edgar Soto	Director of Athletics	Pima Community College
Christ Bartos	Director	Kino Stadium District
Gerauld Fayuant	Director – Planning and Economic Development	Tohono O’odham Nation
Hank Atha	Deputy County Administrator	Pima County
Nannette Slusser	Assistant County Administrator	Pima County
Linda McNulty	Board Chair	PC Sport & Tourism Authority

The following is a list of invitees, not attended from the May 23, 2013, Interactivce Planning Workshop #2:

NAME	TITLE	ORGANIZATION
Amanda Jacobs	Economic Development	Town of Oro Valley
Lynn Zwaagstra	Director	U of A, Campus Recreation
Kelly Gomez	Director, Land Department	Pascua Yaqui
Chris Kaselemis	Manager – Economic Development	City of Tucson
Curt Woody	Manager – Economic Development	Town of Marana
Kathy Ward	Manger - Economic Development	Town of Sahuarita
Enrique Serna	City Manager	City of South Tucson
Greg Williams	Commander	Davis Monthan Air Force Base
Alberta Charney	Senior Research Economist	University of Arizona

4.4 INTERVIEW PROCESS

Throughout the study, the project team engaged in numerous individual and organization interviews. These interviews are outlined in Appendices A & B. Often these interviews

followed a standard template created by the project team but the interviews were structures to allow a free exchange of ideas and information.

The intent of the interview process was to determine what facilities and events were adequate as well as lacking to serve both the

recreational needs of Pima County residents as well as identifying opportunities for increasing the economic impact on the extended communities.

Given the compressed timeline allowed for this study, not all potential stakeholders were able to be interviewed. As future time allows, more extensive and more in-depth interviews would help fill out the future needs of the community.

The interviewees were categorized into three major groups. Interviews were held as those to be interviewed were available and distributed across the available timeframe as was convenient.

4.4.1 JURISDICTIONS AND AGENCIES

As those whose task it is to be most familiar with the parks and recreation plans, facilities and future needs. The various park and recreation directors as well as the economic development directors of the jurisdictions were given the most attention. Refer to Appendices A & B for more detailed discussion of those interviews.

For the most part, each jurisdiction has identified a special sports niche for their community, often with the intent to develop an economic base associated with the sports or events.

An exciting result of these interviews and workshops was the interaction developed between the various jurisdictions and the understanding that they did not have to provide a full spectrum of facilities and activities in their jurisdiction if they all worked together.

4.4.2 SPORT GROUPS

This group of interviewees was identified by both the jurisdiction representatives and the members of the PCSTA. Again, while not all sports could be

addressed during the allowable time, the major sports were the primary focus. Most are identified in Appendices A & B and discussed in more detail in Chapter 5.0.

Many of these sports are represented on the Board of the PCSTA. Specific interviews were conducted with individuals and combinations of Board Members. Much information was gained during Board meetings when the project consultant team provided updates and received valuable feedback from the members.

4.4.3 EVENT ORGANIZERS

Event organizers represent the major economic impact benefit of organized sports in the community. This group was the most engaged in the future potential of new facilities in Pima County. Much of the interview process was conducted as part of the Event Organizers Summit discussed in section 4.3.2.

Other selected interviews were held as the opportunities arose. In some cases Event Organizers were also members of the other two interview categories. This group also felt they could be instrumental in the support of new projects and bonding through their extended membership base.

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5.0 SPORT SPECIFIC RECOMMENDATIONS

5.1 OVERVIEW

Prior to arriving at a comprehensive proposal for sport facilities development, attention was given to individual activities to assess their unique needs, demands, and potential. Chapter 6 of the report takes each of the individual needs and aggregates them into a more comprehensive solution.

In keeping with an academic approach to examining the potential and possibilities an extensive list of sports and activities was formulated. For the complete list of sports and activities considered in this study refer to Table #1 in Chapter 4.

5.2 RECOMMENDATION CATEGORIES

Individual sport recommendations have been placed into three categories:

5.2.1 INHERENTLY UNVIABLE SPORTS

Sports which are not recommended for facility development is based on either the highly technical nature of the field of play, sport requirements which are not conducive to the climate of our region, or a determination that there is very limited possibility of an economically sustainable solution for supporting the activity. These sports include:

- Rowing
- Sailing
- Tennis with Grass or Clay playing surfaces

- White Water Canoe/Kayak
- Most Winter Sports with the exception of indoor Ice Sheet Sports

5.2.2 REGIONALLY ESTABLISHED SPORTS

Several sports are recognized as having a large following in the region and have enjoyed a great deal of success in both day-to-day local participation and the regular hosting of events, and periodically hosting of significant regional or national level events.

Refer to Table 4.1, as these were set against several development prioritization filters in Section 4 of this report.

5.2.3 DEVELOPING SPORTS

The remaining activities listed in the Program Matrix, Table 4.2.1 in Chapter 4, are in some state of development or organization, each of them has been equally considered in terms of the potential to respond to local demand and the viability of each of these activities to generate sport and recreation tourism. This would include; general recreation, organized training, and hosting significant events.

5.3 ADDITIONAL SPORTS AND ACTIVITIES

As listed in Table 4.2.1 in Chapter 4, additional sports and activities are considered in more of a supporting position with regard to the development of both built facilities and potential to generate significant tourism activity.

6.0 DEVELOPMENT SCENARIO COMPONENT CONCEPTS

6.1 OVERVIEW

The individual sport recommendations presented in chapter 5 have been aggregated into a holistic development scenario. This development scenario is comprised of 8 major components and 5 supporting components:

Major Components:

1. Upgrade and Augment Existing Outdoor Facilities
2. Aggregated Multi-Sport Outdoor Playing Pitches
3. Multi-Sport Multi-Purpose Indoor Gymnasiums
4. Kino Sports Complex Master Plan
5. Endurance Center
6. Multi-Sport Multi-Purpose Outdoor Stadium
7. Multi-Sport Neighborhood Facilities
8. Indoor Arena

Supporting Components:

1. The Loop (the recreational bicycling, walking, and running path system currently under development largely along the Rillito and Santa Cruz river channels)
2. Pima County Fair Grounds and Southeast Regional Park District
3. Pima Community College and University of Arizona
4. Entertainment Venues
5. Baseball Options

The concept of each component is described in detail using the following categories:

1. Summary
2. Programming Inputs

3. Included Sports and Activities
4. General Location
5. Approximate Site Area Required
6. Development Recommendations
7. Development Scenario Variations
8. Community and Facility Models

6.2 MAJOR COMPONENTS

The following is a detailed description of the 8 major components and 4 supporting components of the proposed development scenario:

6.2.1 UPGRADE AND AUGMENT EXISTING OUTDOOR FACILITIES

Summary

Based on interviews with individuals and groups which promote a wide range of sports, and also conduct events in those sports, the following conclusions are the basis for the recommendation to Upgrade and Augment Existing Facilities:

1. Facilities must meet the current and long term needs of local youth and organized amateur sports clubs and organizations, with this as a foundation for the promotion of continuing to host regional and national level tournaments and events in locally established sports and to then add additional sports to the calendar.
2. The gross quantity of facilities currently does not allow for consistent use by all interested parties given the population base of the region.
3. The quality of facilities is diminished by inadequate support facilities, maintenance and overuse.
4. There are limited support services, coupled with efficient transport access, to host day-to-day activities as well as regional and national events.

Development Recommendations

1. Enhance existing facilities in the following:
 - a. Replace outdoor fields with a combination of synthetic and natural turf
 - b. Add lighting to fields where the local zoning will allow
 - c. Remodel or add support services including: restrooms, concessions, and lighted parking where zoning will allow.
2. Establish a plan and funding mechanism for the consistent upkeep and maintenance of remodeled facilities

6.2.2 AGGREGATED MULTI-SPORT OUTDOOR PLAYING PITCH FACILITIES

Summary

In addition to upgrading existing facilities there is a current and long term need to develop additional multiple outdoor pitch facilities. After interviews with several individuals and groups which promote a wide range of sports, and also conduct events in those sports, the following are the basis for the recommendation to develop several Aggregated Multi-Sport Outdoor Playing Pitch Facilities:

1. The gross quantity of fields does not allow for consistent use by all interested parties given the population base of the region.
2. The quality of fields is diminished by inadequate maintenance and overuse.
3. There are no existing facilities in the region which provide the industry standards of quantity of fields and support services, coupled with efficient transport access, to host regional and national events.

Programming Inputs

1. Local sport organizers representing several outdoor team sports
2. Tucson Sport

Included Sports and Activities

1. Cricket
2. Field Hockey
3. Football
4. Lacrosse
5. Rugby
6. Soccer
7. Ultimate Frisbee
8. Volleyball, Sand

General Location(s) (Refer to Development Scenario Map(s))

1. Primary Event Complex: Northwest Tucson in the general area of Sunset Road and Interstate 10
2. Secondary Event Complex #1: Rillito Downs Facility
3. Secondary Event Complex #2: Southeast Tucson in the general area of Fred Enke Golf Course and Lincoln Park

Approximate Site Area(s) Required

1. Primary Event Complex: 120-150 Acres
2. Secondary Event Complex #1: 60-75 Acres
3. Secondary Event Complex #2: 60-75 Acres

Development Recommendations:

1. Design the pitches to accommodate high daily usage demands and pitches that can be adapted to a wide range of sports.
2. Employ the combined use of Synthetic Turf and Natural Turf fields to accommodate high usage (synthetic) and sport-specific field markings (natural)
3. Provide multiple locations across the region to address the day-today needs of the population base.

4. Provide a single location which has efficient transport and mass transport access which has the capacity and services to host regional and national events.
5. Development Elements:
 - a. Primary Event Complex: 18-22 Fields (assumes Soccer Pitch @ 224' x 345' as a module)
 - b. Secondary Event Complex: 8-12 Fields
 - c. Secondary Event Complex: 10-12 Fields
 - d. Support Areas
 - Parking
 - Pro Shop and Rental Center
 - Change/Locker rooms with showers and toilets
 - Concessions, Restrooms
 - Support areas: facility & grounds maintenance, administration

Development Scenario Variations

Not Applicable

Community and Facility Models

1. Reach 11 Sports Complex Phoenix (18 Fields)
2. Scottsdale Soccer Complex (10 Fields)
3. Tempe Sports Complex (7 Fields)
4. Pecos Sports Complex Tempe (8 Fields)

6.2.3 MULTI-SPORT MULTI-PURPOSE INDOOR GYMNASIUMS

Summary

After interviews with several individuals and groups which promote a wide range of sports, and also conduct events in those sports, the following are the basis for the recommendation to develop several Multi-Sport Multi-Purpose Indoor Gymnasiums:

1. The gross quantity of playing surfaces does not allow for consistent use by all interested parties given the population base of the region.
2. The quality of existing playing surfaces is diminished by inadequate ceiling height, improper lighting configurations, improper mechanical system air flows, complete court floor markings, requirements for periodic or temporary floor surface modifications
3. There are no existing facilities in the region which provide the industry standards of quantity of playing surfaces and support services, coupled with efficient transport access, to host regional and national events

Programming Inputs

1. Local sport organizers representing several indoor individual and team sports
2. Tucson Sport

Included Sports and Activities

1. Badminton
2. Basketball
3. Fencing
4. Goalball
5. Handball (option: as the playing surface module of this sport is much larger than Basketball and in North America the sport has a very limited following)
6. Martial Arts (combat Sports)
7. Pickle Ball
8. Volleyball

General Location(s) (Refer to Development Scenario Map(s))

1. Primary Event Complex: Northwest Tucson in the general area of Sunset Road and Interstate 10
2. Secondary Event Complex #1: Central Tucson
3. Secondary Event Complex #2: Southeast Tucson in the general area of Fred Enke Golf Course and Lincoln Park

Approximate Site Area(s) Required

1. Primary Event Complex: 5-6 Acres
2. Secondary Event Complex #1: 3-4 Acres
3. Secondary Event Complex #2: 3-4 Acres

Development Recommendations

1. Design facilities which meet sport specific standards, especially in the areas of ceiling height, lighting, mechanical systems, and surface treatments.
2. Design the playing surfaces to accommodate high daily usage demands and playing surfaces that can be adapted to a wide range of sports.
3. Provide multiple locations across the region to address the day-today needs of the population base.
4. Provide a single location which has efficient transport and mass transportation access which has the capacity and services to host regional and national events.
5. Development Elements
 - a. Primary Event Complex: 8-10 Courts (assumes Basketball Court @ 50' x 94' as a module)
 - b. Secondary Event Complex #1: 4-5 Courts
 - c. Secondary Event Complex #2: 4-5 Courts
 - d. Support Areas
 - Parking
 - Pro Shop and Rental Center
 - Change/Locker rooms with showers and toilets
 - Concessions, Restrooms
 - Support areas: facility & grounds maintenance, administration

Development Scenario Variations

1. Inclusion of one or two Ice Sheets at one of the three locations recommended in the General Location section above. The development of multiple ice sheets would fit the population and demographics demands of

the region and allow for participation in the following sports and activities:

- Ice Hockey
- Curling
- Short Track Speed Skating
- Figure Skating
-

Community and Facility Models

1. American Sports Center, Avondale, Arizona
2. University of Florida, Gainesville, Southwest Recreation Center, Indoor Facility
3. University of Arizona, Tucson Arizona, Student Rec Center
4. Southern Arizona Community Sports Center at Curtis Park. Sporting Chance Facility, Tucson, Arizona
www.soazcommunitysports.org

6.2.4 KINO SPORTS COMPLEX

Summary

This existing complex is in transition from a past of Major League Baseball Spring Training, and the future of The University of Arizona Kino Community Hospital Medical Campus. Prior to formalizing the long term use of the sports complex, in particular, Kino Stadium, a plan should be put in place for the long term development of the adjacent hospital campus. The following community sport needs are described independently of the needs of the medical campus. The following are the basis for development recommendations:

This development component is closely tied with the component described in section 6.2.6. Development recommendations below are based on the eventual implementation of the stadium described in section 6.2.6.

Programming Inputs

1. Local sport organizers representing several indoor individual and team sports
2. Tucson Sport

Included Sports and Activities

1. Baseball
2. Football
3. Rugby
4. Soccer
5. Softball

General Location(s) (Refer to Development Scenario Map(s))

Existing

Approximate Site Area(s) Required

Existing Site: 155 Acres

Development Recommendations

1. Improve the spectator vehicle access to the site
2. Implement a mid-term renovation and remodel to Kino Stadium into a Multi-Sport, (including baseball) Competition Venue, with the intention that a long term new facility will be developed in the long-term at a new site.
3. Add spectator seating to Training Field #1 to serve as a venue for baseball competitions when Kino Stadium is in use for sports other than baseball

Development Scenario Variations

Kino Stadium remodeled as the long term premiere regional competition venue for rectangular pitch sports exclusive of Baseball and Softball.

Community and Facility Models

Buck Shaw Stadium, Santa Clara, California

6.2.5 ENDURANCE CENTER

Summary

After interviews with several individuals and groups which promote cycling, triathlon, and road running, and also conduct events in those sports, the following are the basis for the recommendation to develop an Endurance Center:

1. The region is an international destination for cyclists, triathletes, and runners to train at

several levels from citizen to elite and national teams.

2. Mt. Lemmon Highway is a premiere destination location for cycling, particularly for out-of-town visitors and organized teams.
3. The area of Sabino Canyon and Tanque Verde roads is a logistical center for cyclists to meet and begin rides on a wide range of courses throughout eastern Pima County.
4. The Udall Recreation Center is utilized as one of the key staging areas for the El Tour de Tucson event and is the start area for one of the rides for that event.

Programming Inputs

1. Perimeter Cycling of America
2. Local triathlon service providers and event organizers
3. Local running groups and event organizers

Included Sports and Activities

1. Road Cycling: training and competition hub for El tour de Tucson and other Road Cycling events
2. Mountain Biking: logistical hub with transport options to Mountain biking trail heads
3. Triathlon: training hub
4. Distance Running: training hub
5. Option: Track Cycling: training and competition location
6. Note: retain BMX Cycling facilities in existing locations

General Location (Refer to Development Scenario Map(s))

1. Endurance Center: Northeast Tucson in the general area of Sabino Canyon Road and Tanque Verde Road
2. Triathlon Competition Venue: Santa Cruz River, Existing Quarry Pits, or New Excavation

Approximate Site Area(s) Required

1. Endurance Center: 2-4 Acres

2. Endurance Center with Velodrome: 4.5-6.5 Acres
3. Body of Water

Development Recommendations

1. Provide a regional destination for recreational through elite cycling
2. Include an educational center for cycling safety and performance
3. Serve as a day-to-day logistical hub, arrival/departure point for local and visiting cyclists
4. Ceremonial and Logistical hub for cycling and running events
5. Option: Provide a competition venue including open water for Triathlon
6. Option: Serve Regional Training & Competition Center for Track Cycling
7. Development Elements
 - a. Designated Cycling Routes, connected to “The Loop” and the base of Mount Lemmon highway
 - b. Parking and rider staging Area
 - c. Change/Locker rooms with showers and toilets
 - d. 8 lane X 50 meter outdoor swimming pool
 - e. Pro Shop and Rental Center
 - f. Support areas: facility & grounds maintenance, administration
 - g. Option: Body of water
 - h. Option: Outdoor Velodrome (Total height of structure is estimated to be less than 30’, with an average height of less than 25’) including:
 - tunnel to infield
 - shaded track surface
 - operations and timing & scoring room
 - spectator viewing areas

Development Scenario Variations

1. Alternate Location: along the I-10 corridor and directly connected with “The Loop”

2. Multi-Sport Multi-Purpose Indoor facility housing:
 - a. Open area for temporary installation of;
 - Demountable Velodrome track
 - Indoor 200 meter running track
 - Exhibition and conferencing space
 - Ice sheet
 - Arrays of indoor playing pitches for indoor court sports

Community and Facility Models

8. <http://www.usatriathlon.org/audience/athlete-resources/certified-training-and-performance-centers.aspx>
9. Kawamoto Swim Stadium, Hawai'i
10. Boulder Valley Velodrome, Erie, Colorado
11. National Sports Center Velodrome, Blaine, Minnesota
12. LA Velodrome, Carson, California
13. Giordana Velodrome, Rock Hill, South Carolina

6.2.6 MULTI-SPORT MULTI-PURPOSE OUTDOOR STADIUM

Summary

After interviews with several individuals and groups which promote a wide range of outdoor pitch sports, and who are also striving to host events in those sports, the following are the basis for the recommendations to develop a Multi-Sport Multi-Purpose Outdoor Stadium:

The region currently does not offer a venue which is specifically designed to host rectangular pitch sports events to industry standards.

Programming Inputs

1. Pima Community College
2. Local outdoor pitch sport organizers

Included Sports and Activities

1. Sports: Field Hockey, Football, Lacrosse, Rugby, Soccer. Note: It is not recommended that Athletics, or Track and Field, be included as a sport in this facility as the seating bowl should be configured, both in its base capacity and periodic expanded capacity, to best suit the sightlines of rectangular pitch fields.
2. Training: a limited schedule of elite level training for local and visiting clubs
3. Entertainment: concerts, etc.
4. Events: In addition to serving as the finals competition venue for regional and national tournaments, this facility could be designed for the following: Pima Community College home Football games, Arizona High School State Football Championships, MLS Spring Training Matches, premiere league Soccer friendlies, etc.

General Location(s) (Refer to Development Scenario Map(s))

1. In the general area of Sunset Road and I-10
2. In the general area of downtown Tucson

Approximate Site Area(s) Required

30-40 Acres

Development Recommendations

1. Provide a competition venue with a natural turf field of play which can be specifically lined and adapted to specific sports.
2. Provide a facility of this type which is directly adjacent to: major transportation infrastructure, mass transit systems, mixed uses such as; restaurants, hotels, and retail.
3. Development Elements
 - a. Stadium
 - Capacity: 5,000-8,000 permanent seats, with the potential to temporarily expand to 10,000-15,000-20,000 with temporary

- stands, lawn seating, and standing areas
- Mid-field scoring and production booths
- b. 4 Change/Locker rooms with showers and toilets
- c. Spectator Services sized for the permanent capacity, with infrastructure to periodically expand accordingly with temporary capacity increases
- d. Parking
- e. Support areas: facility & grounds maintenance, administration

Development Scenario Variations

This facility could be collocated with the arena option described in section 6.2.8, or with the stadium described in section 6.3.4.

Community and Facility Models

1. Dick’s Sporting Goods Park Stadium, Commerce City, Colorado
2. Sahlen’s Stadium, formally Marina Auto Stadium, Rochester, New York

6.2.7 MULTI-SPORT NEIGHBORHOOD FACILITIES

In discussions with various jurisdictions and private developers a repeated theme is that large tracts of available land within the urban fabric are increasingly scarce. Two existing property types have a great deal of potential to be repurposed to better meet the evolving demands of open space and built facilities.

It is recommended that a comprehensive study be performed to assess the viability of the following properties for the following uses which are suggested above in this chapter:

Repurpose Golf Courses: El Rio, Fred Enke, and Randolph North

- Aggregated Multi-Sport Outdoor Playing Pitches
- Multi-Sport Multi-Purpose Indoor Gymnasiums
- Option for the Endurance Center
- Multi-Sport Multi-Purpose Outdoor Stadium
- Multi-Sport Neighborhood Facilities

TUSD School Closures

- Multi-Sport Multi-Purpose Neighborhood Facilities
- Sport Club Headquarters as an anchor tenants
- Pima Community College and UA Recreation and Intramural training and competition venues.

6.2.8 MULTI-PURPOSE INDOOR ARENA

Summary

The disposition of a Multi-Purpose indoor arena in the region should only be addressed with a clear long term plan for the existing Tucson Convention Center Arena. The following are the basis for the recommendations on how to proceed with developing a Multi-Purpose Indoor Arena:

1. The region could not support two large capacity indoor arenas, taking into account the population base and other near-by existing indoor multi-purpose facilities.
2. The region currently does not offer a venue which is specifically designed to sport and event technical requirements and also maintained to current industry standards for

base infrastructure, aesthetic and visual appeal.

6.3 SUPPORTING COMPONENTS

During the course of information gathering it became evident that there are user groups, interest groups, and non-sport facilities which could indirectly influence any recommendations or proposals. The following are several supporting components which are important to assessing the overall demand in an overall long range sport facilities development plan.

6.3.1 THE LOOP

When completed, The Loop will be a system of multi-use paths connecting the Rillito, Santa Cruz, and Pantano River Parks with the Julian Wash and Harrison road Greenways. More than 110 miles of paths have already been completed. The Loop will extend through Marana, Oro Valley, Tucson, and South Tucson.

Refer to Section 6.2.5 of this report for recommendations on extending The Loop system to Mile Post 0 of the Catalina Highway as a part of the development of a regional Endurance Center.

6.3.2 PIMA COUNTY FAIR GROUNDS AND SOUTHEAST REGIONAL PARK DISTRICT

The Pima County Fairgrounds comprise a 640-acre event complex. The facility was designed for diverse and multi use to include outdoor concert and stage locations, 3 exhibit buildings, equestrian facilities, animal and livestock arenas, motorized

event arena, storage facilities, 15-acres of asphalt display area, outdoor exhibit spaces, picnic areas, RV facilities and areas for out-door camping.

The facilities at the Pima County Fairgrounds include motorized event facilities that are subleased to Tucson Speedway, home of annual pavement racing events and Southwestern International Dragway, home of annual NHRA events. Please visit their websites at TucsonSpeedway.com and SIRACE.com for their schedule of events.

In support of Pima County residents, the Southwestern Fair Commission, Inc. hosts the Southern Arizona Modelers R/C Flying Club, and the Tucson Kart Club at the Pima County Fairgrounds.

The Southeast Regional Park (SERP) is located west of Houghton Road just south of the I-10 interchange. It occupies approximately 2,972 acres or 4.64 square miles. The Pima County Department of Economic Development & Tourism and the Pima County Natural Resources, Parks and Recreation Department are the primary stakeholders. Additional stakeholders include the Southwestern Fair Commission and the MC Motorsports Park. In 2010, a preliminary concept for the park was prepared. This concept plan identifies both existing and proposed amenities, some of which have been approved by Pima County and are currently under construction. Portions of the concept plan are currently being updated. In 2011, a Master Plan was prepared for the Pima County Fairgrounds, which is managed and operated by the Southwestern Fair Commission Inc., a non-profit corporation established by Pima County.

Pima County Natural Resources also manages the Southeast Regional Park, located adjacent to the

Pima County Fairgrounds, and Tucson Mountain Park Shooting Ranges, located west of Tucson off of Kinney Road.

6.3.3 PIMA COMMUNITY COLLEGE AND THE UNIVERSITY OF ARIZONA

University of Arizona, Student Affairs, Campus Recreation have expressed the need for additional facilities to support their expanding student and alumni participation in organized sports activities. Scheduling of facilities for both training and competition remains a significant impediment to maintaining and developing a broad range of activities.

The student, employee, and alumni base at both Pima community College and The University of Arizona has the potential to provide a consistent stream of users, thus helping insure economic viability for the development and maintenance of additional sports facilities.

Several proposed decommissioned TUSD school properties and other proposed sports facility sites are within a reasonable distance to PCC and UA. At the time of this report the following intramural and sport clubs were identified:

Pima College Club Sports

At the time of this study, no Intramural or Sports Clubs were identified.

The University of Arizona Campus Recreation Club Sports

Currently, the University Campus Recreation department oversees 32 organized clubs, representing 25 sports and activities, with a membership of nearly 1,000 regular participants. Additional research has shown that given proper

facilities and regular access to those facilities, many university communities host as many as 60 sports and activities.

- American Tae Kwon Do
- American Tang Soo Do
- Badminton
- Ballroom Dance
- Baseball
- Capoeira
- Cycling
- Fencing
- Golf
- Ice Hockey, Men*
- Lacrosse, Men*
- Lacrosse, Women*
- Quad Rugby
- Racquetball
- Rugby, Men*
- Rugby, Women*
- Running Club
- Shorin Ryu Karate
- Soccer, Men*
- Soccer, Women*
- Synchronized Swimming
- Table Tennis
- Tennis
- Tricats
- Ultimate Frisbee, Men
- Ultimate Frisbee, Women
- Volleyball, Men
- Volleyball, Women
- Water Polo, Men
- Water Polo, Women
- Wheelchair Basketball, Men
- Wheelchair Basketball, Women

**Indicates sports which have the greatest following in terms of spectator interest, which could be a factor in assessing the economic viability in the design and location of facilities to host these activities.*

The University of Arizona Campus Recreation Intramural Sports

In addition to the club sports, Campus recreation also oversees 14 Intramural Sports with a significant following.

Sport	Approximate Annual Participants
Softball	1086
Ultimate Frisbee	192
Flag Football	1052
Soccer	1680
Sand Volleyball	410
Tennis	83
Basketball	2068
Whiffle ball	65
Kickball	304
Water Polo	93
Bocce Ball	0
Dodge Ball	41
Racquetball	15
Wally Ball	34

**7,123 Total
Participants**

6.3.4 SPECIALTY AND ENTERTAINMENT VENUES

Several existing regional entertainment venues regularly schedule events such as boxing, mixed martial arts, etc. These venues have been considered in the long range needs of the community. While the day-to-day needs of these sport activities are currently being met by these facilities, several of the major component recommendations would allow for the hosting of regional and national events in these sports as well.

6.3.5 BASEBALL OPTIONS

Some of the needs of organized youth baseball participation have been addressed in section 6.2.4 of this report.

For this study to be complete in terms of addressing the potential of each of the sport activities listed in section 4.2; professional baseball has also been reviewed.

Historically, the region has hosted professional baseball in several ways, including:

- As many as three Major League Baseball spring Training teams
- Mexican League Baseball
- AAA Minor League Baseball teams
- International Baseball Teams from Japan and Korea

In the case of the region hosting professional baseball in the future, the following are potential development scenarios.

Overview

To help insure viable conditions in bringing professional spring training baseball to the region

the commitment from three to four teams to relocate would be required. This would require the development a training complex and two competition stadiums. These facilities would need to be directly adjacent to a variety of mixed uses including; retail, restaurants, lodging and other entertainment uses, all with direct access to the I-10 corridor.

Facility Development Option

- Locate a new training complex in northwest metropolitan Tucson
- Provide two competition stadiums in one of three ways:
 1. Locate two new stadiums directly adjacent to the new training complex
 2. Locate one new stadium directly adjacent to the new training complex and utilize Hi Corbett Field in a shared lease arrangement with The University of Arizona.
 3. Locate one new stadium directly adjacent to the new training complex and one new stadium in the area of downtown Tucson.

In the case of scenario items 1 and 3, the second stadium should be designed as a Multi-Purpose baseball and entertainment venue.

6.4 CONCEPTUAL BUSINESS PLAN MODELING

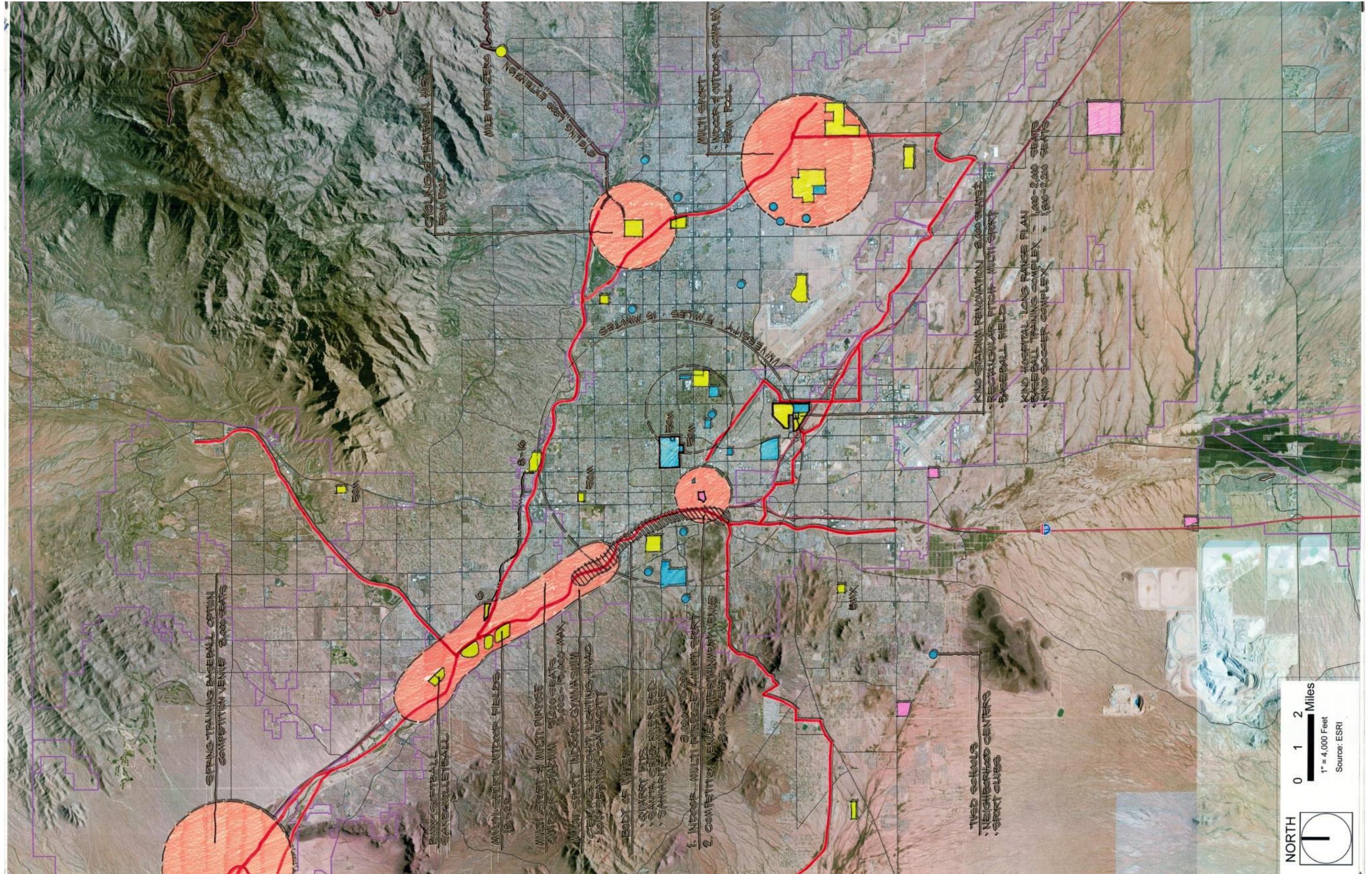
Business plan modeling will be required in future phases of this study. Very general economic data has been included in Appendix C of this report. This general data should be used to assist in arriving at detailed proposals on how the facility development options will operate in an economically viable way.

6.4.1 OWNERSHIP AND MANAGEMENT

The structure of ownership and management of both existing and new facilities is essential in assessing economic viability. In many cases, a public private partnership (PPP) of ownership and management ensures the best results while limiting financial risk.

6.4.2 OPERATIONS AND MAINTENANCE

The cost of operations and maintenance over the life cycle of facilities in most cases far exceeds the combined costs of land acquisition and capital improvements. Funding mechanisms must be in place as a portion of the development strategy for all facilities, both existing and new.



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7.0 OVERVIEW OF RELEVANT COMMUNITY MODELS

7.1 OVERVIEW

The following is a brief review of relevant communities and sports facilities as a result of recommendations from stakeholders, sports organizations, and event organizers in particular. These communities and facilities were selected based on the communities' size, success of their facilities and the meetings participants' familiarity.



7.2 COMMUNITY MODELS

This is not intended to be a comprehensive list. But rather a starting point for future phases of this study to determine successful options, facility types, modes of funding and operation.

Where available, regional statistics are depicted such as median household income and population.

7.2.1 ALBUQUERQUE, NM

Population: 545,852

Median Household income: \$47,333

Major Sports Facilities:

- Isotopes Park (13,279)
- Westside Community Sports Complex - *in planning phase*
- Expo New Mexico
- Blades Multiplex Arenas
- Rio Rancho Sports Complex

7.2.2 AUSTIN, TX

Population: 1,024,266

Median Household income: \$55,452

Major Sports Facilities:

- Mike A Meyers Stadium (20,000)
- UT Erwin Center (17,900)
- Texas Memorial Stadium (100,119)
- Luedcke Arena (6,500)
- Nelson Field (8,800)
- House Park (6,500) artificial turf
- Austin Sports Center – South Austin
- Austin Sports Center – Cedar Park
- Town & County Optimist Sports Complex Fields (20 fields)

7.2.3 BOULDER, CO

Population: 294,567

Median Household income: \$54,051

Major Sports Facilities:

- 45,000 acres of open space
- 300 miles of trails



7.2.4 COLORADO SPRINGS, CO

Population: 636,963

Median Household income: \$55,700

Major Sports Facilities:

- World Arena (hockey 8,099)
- US Olympic Complex
- Skyview Sports Complex
- Colorado Sports Center

7.2.5 PHOENIX, AZ

Population: 3,817,117

Median Household income: \$55,099

Professional Sports Facilities:

- Univ Phoenix Stadium (78,600)
- US Airways Center (16,200-18,400)
- Chase Field (48,600)
- Jobing.com Arena (17,125-19,000)
- Spring Training (various)
- Sun Devil Stadium (71,700)

Non-professional sports facilities:

- Papago Softball Complex
- Reach 11 Sports Complex (18 fields)

- Scottsdale Soccer Complex (11 fields)
- Pecos Soccer Complex (8 fields)



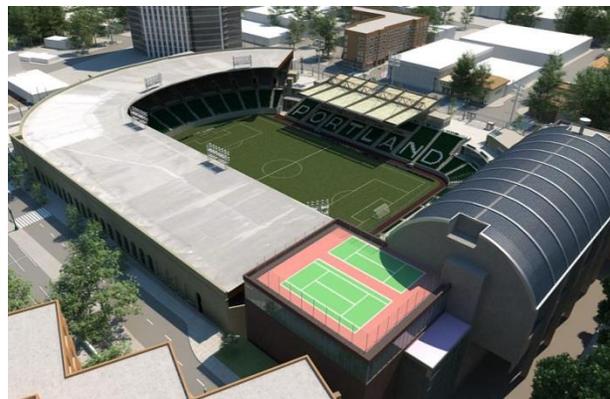
7.2.6 PORTLAND, OR

Population: 2,289,000

Median Household income: \$53,078

Major Sports Facilities:

- Jen Weld Field (22,000) (13,000 previously as baseball)
- Veteran's Memorial Coliseum (12,000)
- Rose Garden Arena (20,600)



7.2.7 INDIANAPOLIS, IN

Population: 903,393

Median Household income: \$43,197

Major Sports Facilities:

- Lucas Oil Stadium (67,000 capacity)
- IUPUI Natatorium (4,000)
- Bankers Life Field House (12,300-19,000)



7.2.8 OMAHA, NE

Population: 889,000

Median Household income: \$52,929

Major Sports Facilities:

- Metro Entertainment & Convention Authority
- Century Link Center (18,300)
- TD Ameritrade Park (24,000)
- Omaha Civic Auditorium (Arena: 9,300; Halls: 2,300 + 1,500)



7.2.9 TUCSON, AZ

For comparison, Tucson's statistics include:

Population: 989,569

Median Household income: \$46,341

Major Sports Facilities:

- Arizona Stadium (56,100)
- McKale Center (14,500)
- TCC Arena (6,000-9,000)
- Kino Stadium (11,500)
- Hi-Corbett Stadium (9,500)
- The Loop (110 miles)
- 50 meter pools (5)
- Kino Soccer Stadium (2,200) **to be complete October 2013*



8.0 NEXT STEPS

8.1 OVERVIEW

From the outset of this study it was recognized by all relevant parties that the resources assigned to this effort would produce foundational data with the intention that subsequent phases would enhance and build on that data. The following are several focus areas which are required to make this study complete and presentable to a wider audience, including the public at large.

8.2 EXPANDED COMMUNITY MODELS AND FACILITY MODELS

Chapter 7 of this report has laid the basis for cataloging relevant models to be used as case studies in considering development of facilities in Pima County. Additional research and documentation is required in this area for a more complete range of examples. As specific recommendations are formally adopted for further consideration, more specific examples of successful facility and business model can be researched.

Areas of focus for future community and facility model research should include the following:

- Funding Models including Public Private Partnerships
 - Facility Capital Improvement Costs
 - Operations and Maintenance Costs
 - Management and Operations Structures
 - Sports Commission Models
-

8.3 DETAILED FACILITIES AUDIT

Chapter 3 of this report documents the work to date in a first pass of assessing the existing conditions relative to facility type, location, general infrastructure, etc. A more detailed pass over this data will be required to further document the specifics of:

- Exact sizes of fields of play
 - Condition of interior spaces
 - Accessibility standards
-

8.4 PROGRAM MATRIX DEVELOPMENT

Chapter 4 is a very good start at defining the range of activities and assigning level of participation to be used in measuring both existing and planned or proposed facilities. Greater detail is required in the following areas:

- Specific requirements for a range of sport events in terms of; total number of playing services, sport support facilities, spectator seating capacities, etc. Facility development options should express how each of these elements can be achieved in various combinations of permanent and temporary installations.
-

8.5 SCHEMATIC PROGRAMMING AND DESIGN OF DEVELOPMENT COMPONENTS

Pending the initial acceptance of the recommendations suggested in Chapter 6 of this report, a series of more detailed programming and conceptual design studies will be required. The primary needs for these studies will be to confirm the following:

- The recommendation location can house the proposed functions

- The assigned cost will match the proposed development components
- Visuals of the development will give the public visual examples of the intended projects

relations firm to help ensure the effectiveness of the support materials.

8.6 DETAILED ECONOMIC FEASIBILITY ANALYSIS

While a foundation has been provided for future phases of the study to thoroughly cover the areas of business plan modeling and economic viability assessments additional work is needed. Future phases of this study will require a thorough assessment of the economic feasibility of any and all proposals identified as worthy of additional planning as set forth in sections 8.2 and 8.5 above.

The elements identified in Tables 4.2.1 and 4.2.2, along with scenario component concepts put forth in Chapter 6, and initial data in Appendix C, can help serve as a basis for this work.

8.7 PUBLIC OUTREACH SURVEY

Once the results of the Economic Feasibility Analysis are complete, the selected alternatives will need to be vetted with the general community. A public outreach survey should be conducted in order to determine acceptability to the populace so as to determine strategies best suited to support a future bond election.

8.8 PROJECT PROMOTION DEVELOPMENT

Once the outreach survey is completed a promotional package will be needed to illustrate the proposed project(s). This promotional development can be coordinated with a public

APPENDIX - A: MEETING REPORTING

MEETING LOG

2012

June 6: PCSTA Regular Board Meeting

- Consultant attendees: M. Halchak, M. Grassinger
- Populous + The Planning Center Slide Presentation to the Board
- Questions & comments from board members
- Agenda Item #6: Sports Facilities Study Proposal by Michael Halchak of Populous, and Mike Grassinger of The Planning Center. After a general discussion and questions on the specifics of the study plan, Linda McNulty asked the board to consider putting the study plan into the budget at a meeting scheduled for 7:30 am on the 26th of June at the Metro Tucson Chamber of Commerce.

June 26: PCSTA Regular Board Meeting

- Consultant attendees: M. Halchak, M. Grassinger
- Presentation by the Pima County Administrator
- Questions & comments from board members
- Agenda Item #3: Pima County Perspective, C. H. Huckleberry. The County Administrator spoke from 7:40 to 8:20 on how he views the PCSTA and their efforts. He discussed using the RTA model of community outreach and consensus building as a way to prioritize spending any funds for sports and as a way to inform the population about the Referendum. He addressed a number of other topics including accountability, public reporting, program development, looking at other, non-traditional sports, regional impacts, economic development and the aspect of tourism, his remarks to the Star on Rio Nuevo, and developing partnerships with other organizations. He spoke of the pitfalls of favoring Major League Baseball over Youth and Amateur Sports, and he discussed coordinating the PCSTA Referendum with the County Bond package and the need to prioritize funding.
- Agenda Item #7: Populous/Planning Center Needs/Gap Assessment Study Proposal. The Board decided to accept the Populous/Planning Center proposal, contingent on Budget Approval and a \$10,000 contribution from the MTCVB. The motion was moved by David Stevens, and seconded by David Cohen.

September 5: PCSTA Regular Board Meeting

- Consultant attendees: M. Halchak, M. Grassinger
- Agenda Item #2.
 - Populous/Planning Center Sports Facilities Assessment Proposal. Linda McNulty reported that Pima County had agreed to contract for the Populous/Planning Center Study. Input from working groups including County, PCSTA, and many others. PCSTA will be represented on a stewardship group by Linda McNulty and Vince Trinidad.

September 18: Pima County Board of Supervisors

- Consultant attendees: M. Grassinger
- Approval of Project funding by the Board of Supervisors

October 4: Stewardship Group Meeting and PCSFA 2012 Project Kick-off

- Consultant attendees: M. Halchak, M. Grassinger, T. Johnson
- Introductions and Project Management/Methodology
- Overview of Consulting Contract
- Timelines/Deliverables
- Roles and Responsibilities
- Meeting Frequency
- Other

October 9: PCSTA Regular Board Meeting

- Consultant attendees: M. Grassinger
- Update on the Kick-off of the Pima County Sports Facilities Assessment 2012

October 24: Stewardship Group Progress Meeting

- Agenda in Meeting Log

October 25: Teleconference: Tom Moulton

(Rafael Payan, Director of Natural Resources, Pima County)

- Studies Review
 - Pima County Fair Grounds Master Plan
 - Southeast Regional Park (Master Plan and Entertainment/Marketing Feasibility Study)
 - Aquarium
 - Arena
 - Street Car Plan (modern light rail?)
 - Various Rio Nuevo Projects
 - El Corazon Tournament Site (Portland Cement Facility Area)
 - Parks and Recreation Flood District

November 1: Stewardship Group Work Session

- Economic Viability and Business Planning with Vince Trinidad
 - Methodology and Assessment Criteria
 - Resources for Professional Economic Study consulting and production

November 7: Stewardship Group Progress Meeting

- Agenda in Meeting Log

November 7: PCSTA Regular Board Meeting

- Presentation to the Board membership of progress to date

November 14: Stakeholder Mtg - Town of Sahuarita Parks & Rec

- Debbie Summers, Ken Ventura, Deitrick Smart, Kathy Ward (Econ Dev. and Communications)
- Agenda and notes in Interview Log

November 27: Stewardship Group Progress Meeting

- Agenda in Meeting Log

November 28: Stakeholder Mtg – City of Tucson Parks & Rec

- Fred Gray, Jane Duarte
- Agenda and notes in Interview Log

December 5: Stakeholder Mtg – Kino Stadium District

- Monica Banuelos (concessions), Jimmy Rothernhausler, Chris Bartos, Christina Rheubottom, John Madril, Mary Arvizu, Sallyann Wassmuth (marketing)
- Agenda and notes in Interview Log

December 5: Stakeholder Mtg – UA Athletics

- James Francis, John Perrin
- Agenda and notes in Interview Log

December 10: Stakeholder Mtg – Oro Valley Parks & Rec

- Ainsley Legner (P&R Director), Catherine Vorassi (aquatics), Amanda Jacobs (Economic Dev Director)
- Agenda and notes in Interview Log

December 12: Stakeholder Mtg – Town of Marana

- Gilbert Davis (Town Manager), Del Post (Asst Town Manager), Curt Woody (Director of Econ Dev), Tom Ellis (P&R Director), Lisa Shafer (P&R Asst Director), Kevin Kish (Planning Director)
- Agenda and notes in Interview Log

2013

January 2: Stakeholder Mtg – Pima County NRPR

- Rafael Payan (Director NRPR), Greg Hagen (Planner/Project Manager NRPR)
- Agenda and notes in Interview Log

January 3: Stakeholder Mtg – University of Arizona Campus Rec and Student Affairs

- Lynn Zwaagstra (Director UA Campus Recreation), Frank Farias (UA Assoc. VP of Student Affairs)
- Agenda and notes in Interview Log

January 14: PCSTA Economic Viability Consultant Mtg – The Planning Center

- Alberta Charney (Economist, University of Arizona Economic and Business Research, Eller College of Business and Public Administration), George Hammond (Associate Director and Research Professor, University of Arizona, Economic and Business Research, Eller College of Management)

January 16: Stewardship Group Progress Meeting

- Agenda in Meeting Log

January 18: Stakeholder Mtg – Tohono O’odham

- Jerry Carlyle (Vice-Chairman, San Xavier District, Tohono O’odham Nation), Richard Grijalva (Chief Executive Office, Economic Development Authority Tohono O’odham Nation), Gerald Fayuant (Director,, Planning & Economic Development Department), Carlos Encinas (Realty Specialist, Planning & Economic Development Department), Bernadette E. Blackwater (Land Acquisition Specialist, Planning & Economic Development Department)

January 22: Stakeholder Mtg – Swaim Architects

- Phil Swaim (Swaim Architects)

January 22: Stakeholder Mtg – Pima Community College

- Edgar Soto (Executive Director of Athletics)

January 24: PCSFA Workshop

- Agenda and material in appendix

February 5: Stakeholder Mtg – Pima County NRPR

- Rafael Payan, update don proceedings of PCSFA Workshop held on 1/24/13

February 5: PCSTA mtg -

- update to board on workshop proceedings

February 7: Stewardship Group Progress Meeting

- Agenda in Meeting Log

February 27: Stewardship Group Progress Meeting

- Agenda in Meeting Log

March 20: Meeting with FC Tucson – Kino Soccer Complex

- Greg Foster, Jonathan Perlman, Chris Keeney, Rick Schantz – FC Tucson

March 26: Meeting with Kino Stadium District – Kino Stadium District Offices

- Hank Atha - Pima County Administrator’s Office, Chris Bartos - Kino Stadium District, Reid Spalding - Pima County Facilities

March 27: Stewardship Group Progress Meeting

- Agenda in Meeting Log

March 28: Sports Organization Meeting Group D

- Eddie Leon, Dan Schneider, Tom Tracy, Mike Feder

April 1: Sports Organization Meeting Group B

- David Cohen – via conference call, John Grabo, Mike Varney

April 1: Sports Organization Meeting Group C

- Dave Sitton, Justin Lane, Jim Arnold (invited; did not attend)

April 3: Hospitality Industry Meeting Group

- Regan Jasper – Fox Restaurants, Keith Alexander - EHI, Dave Stevenson - Miraval

April 3: PCSTA mtg -

- update to board on workshop proceedings

April 4: Meeting with Seton Claggett

- Seton Claggett – PCSTA and TriSports

April 10: Stewardship Group Progress Meeting

- Agenda in Meeting Log

April 24: Stewardship Group Progress Meeting

- Agenda in Meeting Log

May 1: Event Organizer Summit

- Agenda and notes in Interview Log

May 29: Stewardship Group Progress Meeting

- Agenda in Meeting Log

June 19: Stewardship Group Progress Meeting

- Agenda in Meeting Log

APPENDIX – B: STAKEHOLDER INTERVIEW LOGS

Interview Template

Stakeholder Interview Session- ORO VALLEY

Date: **12/10/12**

Location: **Oro Valley Town Hall**

Organization: **OV Parks & Rec, Aquatics, and Economic Development**

Organization Attendees: **Ainsley Legner (P&R Director), Catherine Vorassi (aquatics), Amanda Jacobs (Economic Dev Director)**

Planning Group Attendees: **MH, TJ**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - **Catherine Vorassi - cvorassi@orovalleyaz.gov**
 - **Amanda Jacobs - ajacobs@orovalleyaz.gov**
- Questions from the planning team:
 - a. What is the Vision or Mission of your group?
 - b. What are the short, medium, and long term goals of your group?
 - c. Do you have any current facilities development plans, and if so, in what stage are they?
 - **Naranja Park Site Master Plan - \$50 million bond defeated by voters in 2008**
 - **New aquatic center will open in March 2013**
 - **marketing facilities to national audience (Tucson Sport helping)**
 - **seen as complimentary to UA aquatic center (training prior to competition)**
 - **will host Masters and US Swimming regularly**
 - **host 2014 Syncro Nationals**
 - **1 & 3 meter spring board (UA has platform)**
 - d. Have your development projects been identified in any current Pima County plan, and have they been approved?
 - **Naranja Park Site as \$20 million for infrastructure**
 - e. How are your plans being funded?
 - **Aquatic Center - funded through Town bed tax, P&R in lieu (development impact) fees, and town funds**

- f. Is there a possibility of shared activities and user groups?
 - **OV and Amphi SD have letter of agreement to keep school fields open as much as possible to OV P&R**

 - **IR and CDO High School to use new aquatic center through IGA with Town**
 - g. Additional questions based on the individual stakeholder
5. Stakeholder comments and questions
- **How will sturdy assure that each entity gets something equitable, something they need?**

 - **Legner has asked for M&C to include Parks and Rec Master Plan as component of Town's Strategic Plan**

 - **Archery range at Naranja site developed with help o local group and AZ Game & Fish**

 - **suggested we contact Michelle Mitchell with Hillenbrand Aquatic Center at UA**

 - **Ainsley Legneer is leaving town in February 2013 - suggest contact new P&R Director as soon as known**
6. Conclusion and way forward/scheduling any follow-up sessions

Recording Notes:

Interview Template

Stakeholder Interview Session- KINO STADIUM DISTRICT

Date: **12/5/12**

Location: **Kino Stadium District Admin Offices**

Organization: **Kino Stadium District**

Organization Attendees: **Monica Banuelos (concessions), Jimmy Rothernhausler, Chris Bartos, Christina Rheubottom, John Madril, Mary Arvizu, Sallyann Wassmuth (marketing)**

Planning Group Attendees: **MH, MG, TJ**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - **Christina Rheubottom, christina.rheubottom@pima.gov**
- Questions from the planning team:
 - What is the Vision or Mission of your group?
 - What are the short, medium, and long term goals of your group?
 - Do you have any current facilities development plans, and if so, in what stage are they?
 - **Kino North Complex field #1 as stadium (request plans from Nanette)**
 - Have your development projects been identified in any current Pima County plan, and have they been approved?
 - How are your plans being funded?
 - Is there a possibility of shared activities and user groups?
 - **see below**
 - Additional questions based on the individual stakeholder
- Stakeholder comments and questions
 - **North complex will become permanently soccer and multi use**
 - **2-3k seat stadium planned at Field #1 north soccer complex, construction starts April 2012 (\$2 million)**
 - **FC Tucson - DDC and six "Friendlies" - 9 teams total through spring 2013**
 - **all water for fields is reclaimed from storm basin, stadium irrigation is potable**
 - **district attracts: college baseball spring training, college football all-star game, concerts, UA rugby, and fundraisers in stadium**
 - **gem show uses parking lot and two soccer fields near heli-pad**
 - **Pima County/ YMCA 5 yr agreement to run comm center at north complex (important to link to medical land uses to south)**
 - **Planned modifications include**

- continued development of north complex toward “unique experience”
 - more parking at north complex
 - all fields throughout district to meet USGA and sand specs
 - market the Kino Environmental Restoration Project (KERP) and connection to “The Loop” - 2.2 miles
 - Kino Stadium District is not geographically limited per legislation (per Bartos)
 - UA Club sports often use Kino
- Conclusion and way forward/scheduling any follow-up sessions

Recording Notes:

Sign In Sheet:

Monica Banelos	monica.banelos@pima.gov
Jimmy Rothernhausler	Jimmy.Rothernhausler@pima.gov
Chris Bartos	Chris.Bartos@pima.gov
Christina Rheubottom	Christina.Rheubottom@pima.gov
John Madril	John.Madril@pima.gov
Mary Arvizu	Mary.Arvizu@pima.gov
Sallyann Wassmuth	Sallyann.Wassmuth@pima.gov

Interview Template

Stakeholder Interview Session- UA ATHLETICS

Date: **12/5/12**

Location: **UA Athletics (McKale Center)**

Organization: **UA Athletics**

Organization Attendees: **James Francis, John Perrin, Vince Trinidad, Linda McNulte**

Planning Group Attendees: **MH, TJ**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - **James Francis, jfrancis@arizona.edu**
- Questions from the planning team:
 - What is the Vision or Mission of your group?
 - What are the short, medium, and long term goals of your group?
 - Do you have any current facilities development plans, and if so, in what stage are they?
 - **Facilities Master Plan 2009 by Sasaki**
 - Have your development projects been identified in any current Pima County plan, and have they been approved?
 - How are your plans being funded?
 - Is there a possibility of shared activities and user groups?
 - Additional questions based on the individual stakeholder
- Stakeholder comments and questions
 - **UA not likely to host NCAA prelims rounds**
 - **“Exclusivity” like at Hi-Corbett is critical for UA Athletics**
 - **at Kino soccer was a concern for UA “exclusivity”**
 - **Randolph could possibly be golf practice facility**
 - **Most coaches’ preference is “on campus”**
 - **Will look at cost to go off-campus vs rehab**
 - **Looked at downtown arena but didn’t want to move off-campus**
 - **Suggest we meet with Campus Rec (may be more aligned with our study)**
 - **Look at moving softball to a future site at west terminus of streetcar. Decided a no-go.**
 - **UA will rely on streetcar as a people mover for athletic events**

- **people mover connection from campus to Hi-Corbett is lacking**
- **UA is looking at sand volleyball (many other colleges are as well)**
- **UA sees benefit of strong youth sports organizations, but careful of compliance issues**
- Conclusion and way forward/scheduling any follow-up sessions

Recording Notes:

Interview Template

Stakeholder Interview Session- MARANA

Date: **12/12/12**

Location: **Marana Town Hall**

Organization: **Managers Office, Parks and Rec, Economic Development Office**

Organization Attendees: **Gilbert Davis (Town Manager), Del Post (Asst Town Manager), Curt Woody (Director of Econ Dev), Tom Ellis (P&R Director), Lisa Shafer (P&R Asst Director), Kevin Kish (Planning Director)**

Planning Group Attendees: **MH, MG, TJ**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - **Tom Ellis - tellis@marana.com**
- Questions from the planning team:
 - h. What is the Vision or Mission of your group?
 - i. What are the short, medium, and long term goals of your group?
 - j. Do you have any current facilities development plans, and if so, in what stage are they?
 - k. Have your development projects been identified in any current Pima County plan, and have they been approved?
 - l. How are your plans being funded?
 - m. Is there a possibility of shared activities and user groups?
 - n. Additional questions based on the individual stakeholder
- Stakeholder comments and questions
 - **See Marana as “complete community”, not bedroom to Tucson**
 - **How will sturdy assure that each entity gets something they want?...**
 - **P&R Directors of jurisdictions get together from time to time without “political baggage”**
 - **Town sees new CAP path as a “destination” for the Town of Marana**
 - **Town is very open to a developer coming in to propose a facility**
 - i. perhaps PPP with Town providing land
 - **lacking any YMCA facility in Town limits**
 - **Rodeo culture and Arena a high priority for some in Town**
 - **Airport hosted “Tequila Cup”**
- Conclusion and way forward/scheduling any follow-up sessions

Interview Template

Stakeholder Interview Session- UA CAMPUS REC

Date: 1/3/13

Location: **UA Athletics (McKale Center)**

Organization: **UA Student Affairs and Campus Recreation**

Organization Attendees: **Frank Farias, Lynn Zwaagstra**

Planning Group Attendees: **MH, MG, TJ**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - **Lynn Zwaagstra: lynnz@arizona.edu**
- Questions from the planning team:
 - What is the Vision or Mission of your group?
 - What are the short, medium, and long term goals of your group?
 - Do you have any current facilities development plans, and if so, in what stage are they?
 - **New field being built east of Rec Center**
 - **Master Plan call for one additional field**
 - Have your development projects been identified in any current Pima County plan, and have they been approved?
 - How are your plans being funded?
 - Is there a possibility of shared activities and user groups?
 - Additional questions based on the individual stakeholder
- Stakeholder comments and questions
 - **UA Campus Rec Center one of smallest in Pac12**
 - **33 clubs some of which are very competitive nationally (soccer, rugby, lacrosse and ice hockey)**
 - **PPP will be critical for future of Campus Rec (ice hockey as example of possible new ice rink in town)**
 - **UA Campus Rec operates as independent entity and self-sustaining**
 - **Students and alumni could be valuable voting resource**
 - **UA Campus rec is constantly losing facilities to other UA entities**
 - **Campus Rec field specs are different from collegiate and pros**
- Conclusion and way forward/scheduling any follow-up sessions

Recording Notes:

Interview Template

Stakeholder Interview Session- Tohono O'odham

Date: **1/17/13**

Location: **The Planning Center**

Organization: **Tohono O'odham**

Organization Attendees: **Jerry Carlyle (Vice-Chairman, San Xavier District, Tohono O'odham Nation), Richard Grijalva (Chief Executive Office, Economic Development Authority Tohono O'odham Nation), Gerald Fayuant (Director,, Planning & Economic Development Department), Carlos Encinas (Realty Specialist, Planning & Economic Development Department), Bernadette E. Blackwater (Land Acquisition Specialist, Planning & Economic Development Department)**

Planning Group Attendees: **MH, MG**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - _____
- Questions from the planning team:
 - What is the Vision or Mission of your group?
 - What are the short, medium, and long term goals of your group?
 - Do you have any current facilities development plans, and if so, in what stage are they?
 - Have your development projects been identified in any current Pima County plan, and have they been approved?
 - How are your plans being funded?
 - Is there a possibility of shared activities and user groups?
 - Additional questions based on the individual stakeholder
- Stakeholder comments and questions
- Conclusion and way forward/scheduling any follow-up sessions

Recording Notes:

Interview Template

Stakeholder Interview Session- Pima Community College

Date: **1/22/13**

Location: **PCC West Campus**

Organization: **Pima Community College Athletics**

Organization Attendees: **Edgar Soto**

Planning Group Attendees: **MH, MG**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - _____
- Questions from the planning team:
 - What is the Vision or Mission of your group?
 - What are the short, medium, and long term goals of your group?
 - Do you have any current facilities development plans, and if so, in what stage are they?
 - Have your development projects been identified in any current Pima County plan, and have they been approved?
 - How are your plans being funded?
 - Is there a possibility of shared activities and user groups?
 - Additional questions based on the individual stakeholder
- Stakeholder comments and questions
- Conclusion and way forward/scheduling any follow-up sessions

Recording Notes:

Interview Template

Stakeholder Interview Session- Pima Community College

Date: **1/22/13**

Location: **Swaim Office**

Organization: **Swaim Architects (at the request of Hank Atha)**

Organization Attendees: **Phil Swaim**

Planning Group Attendees: **MH, MG**

Agenda

- Introduction of the Project
 - Introduction of the Team (in attendance)
 - Why we feel this stakeholder fits into the scope of the study
- Questions and Comments from the stakeholder
- Identification of point of contact from the Stakeholder
 - _____
- Questions from the planning team:
 - What is the Vision or Mission of your group?
 - What are the short, medium, and long term goals of your group?
 - Do you have any current facilities development plans, and if so, in what stage are they?
 - Have your development projects been identified in any current Pima County plan, and have they been approved?
 - How are your plans being funded?
 - Is there a possibility of shared activities and user groups?
 - Additional questions based on the individual stakeholder
- Stakeholder comments and questions
- Conclusion and way forward/scheduling any follow-up sessions

Recording Notes:

APPENDIX – C: ECONOMIC INPUTS AND ASSESSMENTS

Pima County Sports Facilities Assessment: Professional Services

Alberta H. Charney, Ph.D.

Spring 2013

Economic and Business Research Center

Eller College of Management

University of Arizona

Tucson, Arizona 85711

Acknowledgements

Numerous persons should be mentioned as supporting the results and data in this analysis. First, is Hank Atha, Deputy County Administrator, for requesting the data and for always providing the necessary inputs and support.

Numerous people provided data for this study, but the following individuals contributed specific data, without which this study could not have been completed: Pam Reinke, Finance Manager, Revenue Division, City of Tucson; Craig Horn, Department of Finance and Risk Management; Michael Mason, Accounting Division Administration, City of Tucson; and Vince Trinidad, Director of Tucson Sports, Metropolitan Tucson Convention and Visitors Bureau.

Within the Economic and Business Research Center, a special thank you goes to Valorie Rice, our Librarian, for pulling demographic data, both historical and projected, and for constant help and support. In addition, thanks goes to Daniel Kinnear, Specialist, for providing guidance on finding and utilizing data in our new software system, eViews.

Finally, I want to show appreciation for Charles and Edward Recchion, student interns from St. Gregory High School.

Professional Services

In Support of the Pima County Sports Facilities Assessment

The creation of a Pima County Sports and Tourism Authority, with taxing and bonding powers, may be on a referendum in the fall of 2014.

This study presents the results of several tasks related to the Pima County Sports Facilities Assessment and is organized by tasks as outlined in the scope of work. The data generated includes estimates of the revenues to the authority, provides projections for these revenues out for 30 years, and estimates the portion of the tax bases that is likely to be exported. In addition, the economic impact (sales, employment, labor income and revenues) of amateur sports events were computed using the survey data FMRassociates collected for the Metropolitan Tucson Convention and Visitors Bureau. Trends in sports participation for both youths and adults are computed. In addition, per capita non-exported taxes are computed.

Most of the assumptions, data descriptions, detailed calculations and technical discussions are allocated to a somewhat extensive Technical Appendix, leaving only the basic findings in the following sections.

Task 1. Gain a thorough understanding of the Pima County Sports and Tourism Authority (PCSA) Referendum document.

The establishment of the Pima County Sports and Tourism Authority and the guidelines for relevant taxes and the issuance of bonds are laid out in Arizona Revised Statutes, Title 5: Amusements and Sports, Articles 1, 2, and 3, on Organization, Financial Provisions, and Revenue Bonds, respectively.

If approved by voters, the sports authority is established by the board of supervisors and additional sales tax rates on retailing, restaurant and bars, amusements, hotel/motel sales tax categories as well as on car rentals, which is a subset of the personal rentals sales tax category.

The tax rates applied to each of the taxable categories are provided in the table in the following section. The tax revenue may be applied to a wide range of sports-related expenditures, including both capital projects (selling bonds and repaying those bonds with the revenue stream) and maintaining/operating facilities within their oversight.

Task 2. Forecast Sports Authority Revenue

In section, 2.A, estimates of the revenues are presented as though the taxes were imposed in fiscal year 2012. In the process of computing these estimates, car rental sales must be determined separately because it is only a subset of the statutory “personal rentals” category. In section 2.B., 30-year projections are provided. Projections will begin in 2015 and revenues will be computed both with and without professional sports teams in Pima County. In addition, both a “most likely” and a “pessimistic” scenario will be projected.

2.A. Disaggregation of the Personal Rental Category into Vehicle Rentals and Other Personal Rentals

The statute establishing the PCSTA calls for taxation of five categories within the Transaction Privilege Tax. Four of them coincide with the tax definitions: Hotel/Motel taxable sales (Category 25 of the Transaction Privilege Tax), Amusements (Category 12), Retailing (Category 17), and Restaurant and Bar Sales (Category 11). The 5th taxable activity to be taxed by the PCSTA, described as vehicle rentals, is a subset of the Personal Rental (Category 14) taxable sales category. Therefore, before forecasting this item, it is necessary to estimate the portion of the Personal Rental that comprises vehicle rentals.

Two methods were used to estimate vehicle rentals and both methods are described in detail in the Appendix. As this table shows, the two estimates, high and low, are relatively close and throughout the remainder of the study, the average of the two is used.

Table 2.A.1. Estimated Tax Revenue if the PCSTA Proposed Tax Rates were Effective in FY2012

Transaction Privilege Taxable Sales Category	Pima County Taxable Sales Fiscal Year ending 2012 \$		Pima County Amount Taxable Under Title 5 Sports Authority \$	Proposed Tax Rate for the PCSTA (%)	Estimated PCSTA Revenue FY2012 \$
Restaurant & Bars	1,501,996,282		1,501,996,282	0.25	3,754,991
Amusements	96,750,273		96,750,273	0.35	338,626
Personal Rentals	382,046,158	High	79,388,096 ¹	0.35	277,858
		Low	68,031,562 ¹	0.35	238,110
Retail Sales	7,107,237,422		7,107,237,422	0.15	10,660,856
Hotel/Motel Sales	286,307,251		286,307,251	0.45	1,288,383
Total		High	9,071,679,324		16,320,714
		Low	9,060,322,790		16,280,966
Source: Economic and Business Research Center, University of Arizona.					
1. Only the vehicle rental portion of the Personal Rentals taxable sales category is taxable under Title 5. The high and low represent estimates computed using two different methods.					

2.B. Forecast of Sports Authority Revenue, 2015 - 2045

Table 2.B.1 summarizes projected revenues from the Sports Authority taxes. The projections include a “best estimate,” considered to be the most likely forecast, and a “pessimistic estimate” for both the scenario that the Authority obtains a Major League Baseball contract and the reduced-tax rate scenario where no such contract is obtained. Since the authorizing referendum is assumed to take place in November 2014, it is assumed revenues are received beginning in April of 2015 (4th quarter of FY2014). The taxing authority lasts 30 years, so revenues are assumed to end before April 2045 (at the end of the third quarter of FY 2045)

If a contract with a Major League Baseball team is not completed, at the end of 72 months, the tax rates listed above in Table 2.A.1 will be reduced by half. The projections are considered to be conservative in the way they were computed. The ratios of various sales tax bases, relative to Pima County’s personal income, has been declining over time so the projected revenues do not grow as quickly as projected income, even under the “best estimate.” For further details on underlying assumptions and projections by sales tax category, see the Technical Appendix.

Table 2.B.1. Projected Revenues, With and Without a Major League Baseball Contract

Sports Authority Projected Revenues, Summary Table							
	With a Major League Baseball Contract						
	Fiscal Years 2015-2020 ^{1/}	Fiscal Years 2021-2025	Fiscal Years 2026-2030	Fiscal Years 2031-2035	Fiscal Years 2036-2040	Fiscal Years 2041-2045 ^{2/}	Total Cumulative
Best Estimate	\$102,801,370	\$115,609,129	\$135,382,664	\$158,221,718	\$185,147,364	\$205,450,409	\$902,612,653
Pessimistic Estimate	\$97,661,301	\$107,516,490	\$123,198,224	\$140,817,329	\$161,078,206	\$174,632,847	\$804,904,398
	Without a Major League Baseball Contract ^{3/}						
Best Estimate	\$102,801,370	\$65,930,980	\$67,691,332	\$79,110,859	\$92,573,682	\$102,725,204	\$510,833,427
Pessimistic Estimate	\$97,661,301	\$61,315,812	\$61,599,112	\$70,408,664	\$80,539,103	\$87,316,424	\$458,840,416

1/ Revenues are assumed to begin to flow in the 4th quarter of fiscal year 2015.
 2/ Revenues are assumed to cease by the 4th quarter of fiscal year 2045.
 3/ The allowable tax rate falls by half after 72 months if a Major League Baseball contract has not been signed.

Task 3. Compute the Economic and Revenue Impact of Amateur Sports Events in Pima County

3. A. Economic and Revenue Impact of Amateur Sports Events in Pima County

The FMRassociates study conducted for the Metropolitan Tucson Visitor and Convention Bureau (MTCVB) in 2007 reported the results of surveying 11 different Tucson amateur sports events between 2006 and 2007. Total economic impacts (gross sales effects) were computed for the resulting expenditures. The gross sales economic impact are a measure of the volume of business sales as a result of the sporting event, other measures of economic impact can be reported. Specifically, the jobs and wage impacts of sporting effects are familiar measures that are familiar to both residents and businesses in Pima County. In addition, since the PCSTA project will be funded with new tax dollars, state and local government revenue generated by sports tourism is also a useful measure.

Details of how the FMRassociates data had to be adapted to compute the economic and revenue impacts are left for the Technical Appendix. It was not possible to exactly reverse engineer the total output impacts presented by FMRassociates in their 2007 document. Making several necessary assumptions, based on the limited information in the 2007 report, the economic impacts, by tournament, are summarized in Table 3.A.1. For a variety of reasons, the total output impact (gross sales) differs somewhat from those computed by FMRassociates. Total output impacts, per tournament, range from \$93 thousand to \$5.6 million, obviously depending on numbers of participants/teams, length of the tournament and the proportion of participants who are from outside the county. Corresponding job impacts vary from 1 to 70 jobs (man-years)

and labor income impacts range from \$31 thousand to \$1.9 million. Detailed economic impacts, including direct, indirect and induced effects are contained in the more detailed tables in the Technical Appendix.

Table 3.A.2 uses the total impact figures in Table 3.A.1 to compute impacts per participant. The highest per participant figures tend to be for longer youth tournaments in which individuals compete. As requested by MTCVB, Table 3.A.3 uses the data in Table 3.A.1 to compute impacts per visitor. Since the number of total visitors per tournament is larger than the number of participants, these figures are, necessarily, smaller than those in Table 3.A.2.

Table 3.A.1. Summary of Expenditures and Total Impacts, by Tournament

	Sport	Type	Age Group	Total Teams/Partic.	Out-of-area Teams/Partic.	Length of Stay	Total Out-of-area Expenditures	Total Impact Output	Total Impact Jobs	Total Impact Labor Income
Copper Bowl Tennis Tournament	Tennis	Individual	Youth	500	400	7.2	\$1,146,442.00	\$ 1,884,098	23	\$ 628,512
14th Annual Caldwell Banker Shootout	Soccer	Team	Youth	324	146	2.2	\$ 881,208.00	\$ 1,419,748	18	\$ 481,530
5th Ann Women's Ice Hockey Tourney	Ice Hockey	Team	Adult	24	22	2.2	\$ 139,527.00	\$ 223,803	3	\$ 78,864
24th Annual El Tour de Tucson	Bicycling	Individual	Mixed	7700	2310	2.6	\$3,554,975.00	\$ 5,633,524	70	\$ 1,918,234
Southwest Cup Challenge	Softball	Team	Adult	60	55	2	\$ 156,925.00	\$ 239,848	3	\$ 83,548
14th Annual Tucson Holiday Tip-Off	Basketball	Team	Youth	45	20	1.8	\$ 69,752.00	\$ 92,939	1	\$ 31,419
USTA National Winter Championships	Tennis	Individual	Youth	520	518	6.1	\$1,283,075.00	\$ 1,939,553	25	\$ 654,502
12th/13th Annual Cactus Classic	Volleyball	Team	Youth	118	103	1.8	\$ 907,337.00	\$ 1,468,794	17	\$ 489,719
Tucson Invitational Games	Softball	Team	Adult	78	78	7.2	\$1,026,002.00	\$ 1,750,989	22	\$ 601,205
Spring Training Championships	Baseball	Team	Youth	65	35	4.4	\$ 388,170.00	\$ 649,128	8	\$ 214,762
USFA North Am. Cup Youth Fencing Tourney	Fencing	Individual	Mixed	1100	990	3.1	\$1,621,572.00	\$ 2,681,431	34	\$ 913,706

Source: Economic and Business Research, Eller College of Management, University of Arizona.
Based on survey results from 2006-2007 study by FMRassociates.

Table 3.A.2. Per Participant Summary of Economic Impacts, by Tournament

	Participants Average Per Party	Average Party Size	Persons Per Participant	Estimated Number of Out-of-area Parties	Estimated Number of Participants	Total Output Impact per Participant	Total Job Impact per Participant	Total Income Impact per Participant
Copper Bowl Tennis Tournament	2.0	4.8	2.40	200	400	\$ 4,710	0.057	\$ 1,571
14th Annual Caldwell Banker Shootout	14.8	44.3	2.99	146	2,161	\$ 657	0.008	\$ 223
5th Ann Women's Ice Hockey Tourney	12.7	15.2	1.20	22	279	\$ 801	0.011	\$ 282
24th Annual El Tour de Tucson	1.0	4.2	4.20	2,310	2,310	\$ 2,439	0.030	\$ 830
Southwest Cup Challenge	11.4	19.8	1.74	55	627	\$ 383	0.005	\$ 133
14th Annual Tucson Holiday Tip-Off	6.6	15.8	2.39	20	132	\$ 704	0.009	\$ 238
USTA National Winter Championships	1.0	3.3	3.30	518	518	\$ 3,744	0.048	\$ 1,264
12th/13th Annual Cactus Classic	13.8	40.1	2.91	103	1,421	\$ 1,033	0.012	\$ 345
Tucson Invitational Games	19.0	24.8	1.31	78	1,482	\$ 1,182	0.015	\$ 406
Spring Training Championships	9.0	27.8	3.09	35	315	\$ 2,061	0.025	\$ 682
USFA North Am. Cup Youth Fencing Tourney	1.0	3.4	3.40	990	990	\$ 2,709	0.035	\$ 923

Source: Economic and Business Research, Eller College of Management, University of Arizona.
Based on survey results from 2006-2007 study by FMRassociates.

Table 3.A.3. Per Visitor Summary of Economic Impacts, by Tournament

	Participants Per Party	Average Party Size	Persons Per Participant	Estimated Number of Out-of-area Parties	Estimated Number of Visitors	Total Output Impact per Visitor	Total Job Impact per Visitor	Total Income Impact per Visitor
Copper Bowl Tennis Tournament	2.0	4.8	2.4	200.0	960	\$ 1,963	0.024	\$ 655
14th Annual Caldwell Banker Shootout	14.8	44.3	3.0	146.0	6,468	\$ 220	0.003	\$ 74
5th Ann Women's Ice Hockey Tourney	12.7	15.2	1.2	22.0	334	\$ 669	0.009	\$ 236
24th Annual El Tour de Tucson	1.0	4.2	4.2	2,310.0	9,702	\$ 581	0.007	\$ 198
Southwest Cup Challenge	11.4	19.8	1.7	55.0	1,089	\$ 220	0.003	\$ 77
14th Annual Tucson Holiday Tip-Off	6.6	15.8	2.4	20.0	316	\$ 294	0.004	\$ 99
USTA National Winter Championships	1.0	3.3	3.3	518.0	1,709	\$ 1,135	0.015	\$ 383
12th/13th Annual Cactus Classic	13.8	40.1	2.9	103.0	4,130	\$ 356	0.004	\$ 119
Tucson Invitational Games	19.0	24.8	1.3	78.0	1,934	\$ 905	0.011	\$ 311
Spring Training Championships	9.0	27.8	3.1	35.0	973	\$ 667	0.008	\$ 221
USFA North Am. Cup Youth Fencing Tourney	1.0	3.4	3.4	990.0	3,366	\$ 797	0.010	\$ 271

Source: Economic and Business Research, Eller College of Management, University of Arizona.
Based on survey results from 2006-2007 study by FMRassociates.

Total revenue impact, by tournament, is contained in Table 3.A.4. Total revenues to state government, Pima County government and incorporated cities in Pima County range from \$7 thousand to \$400 thousand, depending on the tournament. Assumptions and detailed revenue calculations are in the Technical Appendix. Table 3.A.5 summarizes the total economic and revenue impacts on a per day basis, for both participants and visitors.

Table 3.A.4. Summary of Revenue Impacts, by Tournament

	Total Direct Revenue State	Total Direct Revenue All Pima/1	Total Direct Revenue	Total Induced Revenue State	Total Induced Revenue All Pima/1	Total Induced Revenue	Total Revenue State	Total Revenue All Pima/1	Total Revenue
Copper Bowl Tennis Tournament	\$ 38,319	\$ 52,307	\$ 90,626	\$ 16,982	\$ 10,778	\$ 27,760	\$ 55,301	\$ 80,067	\$ 135,368
14th Annual Caldwell Banker Shootout	\$ 28,655	\$ 40,823	\$ 69,479	\$ 13,011	\$ 8,257	\$ 21,268	\$ 41,666	\$ 62,091	\$ 103,757
5th Ann Women's Ice Hockey Tourney	\$ 3,538	\$ 4,624	\$ 8,162	\$ 2,131	\$ 1,352	\$ 3,483	\$ 5,669	\$ 8,107	\$ 13,776
24th Annual El Tour de Tucson	\$ 108,938	\$ 154,895	\$ 263,833	\$ 51,830	\$ 32,894	\$ 84,724	\$ 160,768	\$ 239,619	\$ 400,387
Southwest Cup Challenge	\$ 4,572	\$ 6,248	\$ 10,819	\$ 2,257	\$ 1,433	\$ 3,690	\$ 6,829	\$ 9,938	\$ 16,767
14th Annual Tucson Holiday Tip-Off	\$ 2,205	\$ 3,088	\$ 5,292	\$ 849	\$ 539	\$ 1,388	\$ 3,054	\$ 4,475	\$ 7,529
USTA National Winter Championships	\$ 39,098	\$ 49,894	\$ 88,992	\$ 17,684	\$ 11,223	\$ 28,908	\$ 56,783	\$ 78,801	\$ 135,584
12th/13th Annual Cactus Classic	\$ 31,209	\$ 48,119	\$ 79,327	\$ 13,232	\$ 8,398	\$ 21,630	\$ 44,441	\$ 69,748	\$ 114,189
Tucson Invitational Games	\$ 30,258	\$ 44,340	\$ 74,598	\$ 16,244	\$ 10,310	\$ 26,554	\$ 46,502	\$ 70,894	\$ 117,396
Spring Training Championships	\$ 12,761	\$ 17,748	\$ 30,509	\$ 5,803	\$ 3,683	\$ 9,486	\$ 18,564	\$ 27,233	\$ 45,797
USFA North Am. Cup Youth Fencing Tourney	\$ 44,794	\$ 56,218	\$ 101,012	\$ 24,688	\$ 15,668	\$ 40,356	\$ 69,482	\$ 96,574	\$ 166,056

/1 All Pima means all estimated revenues received by Pima County and cities and towns within the county.
Source: Economic and Business Research, Eller College of Management, University of Arizona.
Based on survey results from an FMRassociates 2006-07 study conducted for the Metropolitan Tucson Convention and Visitors Bureau.

Table 3.A.5. Summary of Economic and Revenue Impacts, per Day, per Participant and per Visitor, by Tournament

	Output Impact per Participant Per Day	Job Impact per Participant Per Day	Income Impact per Participant Per Day	Revenue Impact per Participant Per Day	Output Impact per Visitor Per Day	Job Impact per Visitor Per Day	Income Impact per Visitor Per Day	Revenue Impact per Visitor Per Day
Copper Bowl Tennis Tournament	\$ 654	0.008	\$ 218	\$ 47	\$ 273	0.003	\$ 91	\$ 20
14th Annual Caldwell Banker Shootout	\$ 299	0.004	\$ 101	\$ 22	\$ 100	0.001	\$ 34	\$ 7
5th Ann Women's Ice Hockey Tourney	\$ 364	0.005	\$ 128	\$ 22	\$ 304	0.004	\$ 107	\$ 19
24th Annual El Tour de Tucson	\$ 938	0.012	\$ 319	\$ 67	\$ 223	0.003	\$ 76	\$ 16
Southwest Cup Challenge	\$ 191	0.002	\$ 67	\$ 13	\$ 110	0.001	\$ 38	\$ 8
14th Annual Tucson Holiday Tip-Off	\$ 391	0.005	\$ 132	\$ 32	\$ 163	0.002	\$ 55	\$ 13
USTA National Winter Championships	\$ 614	0.008	\$ 207	\$ 43	\$ 186	0.002	\$ 63	\$ 13
12th/13th Annual Cactus Classic	\$ 574	0.007	\$ 191	\$ 45	\$ 198	0.002	\$ 66	\$ 15
Tucson Invitational Games	\$ 164	0.002	\$ 56	\$ 11	\$ 126	0.002	\$ 43	\$ 8
Spring Training Championships	\$ 468	0.006	\$ 155	\$ 33	\$ 152	0.002	\$ 50	\$ 11
USFA North Am. Cup Youth Fencing Tourney	\$ 874	0.011	\$ 298	\$ 54	\$ 257	0.003	\$ 88	\$ 16

Source: Economic and Business Research, Eller College of Management, University of Arizona.
Based on survey results from 2006-2007 study by FMRAssociates.

Task 4. Compute Sports Participation Figures, Portion of Tax that is Exported, and Per Capita Costs

4. A. Demand for Sports and Sports Participation

In this section, estimates of total adults (18 and older) in Pima County who attended sporting events, participated in exercise and played sports is presented. These estimates use Pima County population estimates by age group and national participation rates in these activities obtained from surveys conducted by the National Endowment of the Arts. Some interpolation was required (see the Technical Appendix). These figures do not reflect the actual behavior of residents of Pima County; rather they represent trends as if Pima County residents behaved like the national survey results would indicate. These can be thought of as a “demand” for sports activity or “potential” for sports activity figures.

The youth figures are computed using data from the National Council of Youth Sports for 1998 through 2008. The two earliest youth participation figures (for 1988 and 1993) were computed using trends from the National Sporting Goods Association. Again, these do not reflect actual Pima County youth participation. They represent trends based on national participation rates.

Table 4.A.1. Attendance and Rates of Participation in Sports-Related Activities

Attendance and Rates of Participation in Sports-Related Activities: Estimates Using Pima County Population Figure and National Participation Rates						
	1983	1988	1993	1998	2003	2008
ADULTS (18 and over)						
Attendance at Sporting Events	198,329	197,908	190,738	222,138	220,268	215,502
Rate of Attendance at Sporting Events	0.47	0.41	0.37	0.39	0.34	0.30
Participation in Exercise	219,568	270,689	323,822	405,971	354,075	377,599
Rate of Participation in Exercise	0.52	0.56	0.63	0.71	0.54	0.52
Participation in Playing Sports	164,976	186,251	202,134	232,964	190,473	184,219
Rate of Participation in Playing Sports	0.39	0.39	0.39	0.41	0.29	0.25
YOUTH (7-18)						
Participation in Organized Sports		51,364	57,472	67,763	73,892	78,068
Rate of Participation in Organized Sports		0.47	0.49	0.50	0.50	0.50
Girls (7-18)						
Participation in Organized Sports				24,116	26,538	25,426
Rate of Participation in Organized Sports				0.36	0.37	0.34
Boys (7-18)						
Participation in Organized Sports				43,647	47,354	52,642
Rate of Participation in Organized Sports				0.64	0.63	0.67
Source: Economic and Business Research Center Computed using data from the U.S. Bureau of the Census, the National Council of Youth Sports, National Endowment of the Arts' Surveys, and the National Sporting Goods Association.						

4.B. What portion of the proposed new transaction privilege taxes will be paid by persons from outside Pima County?

The following table summarizes the estimated portion of each taxable sales category that is exported to persons who live outside of Pima County. Each tax revenue figure, copied from Table 1, is multiplied by the estimated export portion to compute the amount of tax revenue that will be exported. An estimated 18.4 percent of the total tax revenues expected from the proposed increase in the sales tax for the benefit of local sports will be exported, i.e., paid by persons living outside of Pima County.

Table 4.B.1. Summary of Estimated Exportation of the PCSTA Taxes

Transaction Privilege Taxable Sales Category	Estimated PCSTA Revenue ¹ FY2012 \$	Percent of Taxable Sales that is Exported Best Estimate ²	Estimate of of the Tax Base that is Exported \$
Hotel/Motel Sales	1,288,383	100.00	1,288,383
Restaurant & Bars	3,754,991	15.78	592,411
Amusements	338,626	15.78	53,424
Vehicle Rentals	257,984 ³	55.33	142,748
Retail Sales	10,660,856	8.66	923,361
Total	16,300,840		3,000,326
Estimated Percent Exported			18.4

Source: Economic and Business Research Center, University of Arizona

1. From Table 1.
2. See the Technical Appendix on methodology.
3. The mean of the high and low estimate of Table 2.A.1 is used for taxable sales.

4.C. How much will passing this bill cost Pima County residents, on a per capita basis.

If the bill were already passed and dollars collected through fiscal year 2012, it would have cost each person in Pima County approximately \$13.50. Fiscal year population was approximately 988,673 (average of 2011 and 2012 mid-year figures). Dividing the non-exported tax estimate (\$16,300,840 less \$3,000,326, or \$13,300,514) by the fiscal year population yields just under \$13.50.

Note that this figure includes taxes paid by both individuals and businesses when purchases are made.

Technical Appendix

The sections in this appendix are numbered to correspond to the sections in the main body of the report. If a section does not appear in the Technical Appendix, then no additional discussion is required beyond that in the main report.

TA.2.A. Disaggregation of the Personal Rental Category into Vehicle Rentals and Other Personal Rentals

The statute establishing the PCSTA calls for taxation of five categories within the Transaction Privilege Tax. Four of them coincide with the tax definitions: Hotel/Motel taxable sales (Category 25 of the Transaction Privilege Tax), Amusements (Category 12), Retailing (Category 17), and Restaurant and Bar Sales (Category 11). The 5th taxable activity to be taxed by the PCSTA, described as vehicle rentals, is a subset of the Personal Rental (Category 14) taxable sales category. Therefore, before forecasting this item, it is necessary to estimate the portion of the Personal Rental that comprises vehicle rentals.

Table 1 presents the estimate of the tax bases that are taxable by the PCSTA along with estimates of the tax-revenue, if the tax had been in effect in fiscal year (FY) 2012. Total Personal Rental sales in FY2012 were \$382 million. Estimates for that part of personal rentals that is vehicle rentals range from a low of \$68.0 million to a high of \$79.4 million. The \$79.4 million figure was computed first by converting Pima County's Vehicle Rental Surcharge Tax revenues to "number of vehicle rental contracts/transactions." The Vehicle Rental Surcharge Tax is currently \$3.50 per vehicle rental transaction. Vehicle Rental Surcharge tax revenues for FY2012, divided by \$3.50, results in an estimate of 418,217 vehicle rental contracts/transactions. From the 2011 Security and Exchange Commission filings for Hertz Global, Inc., the average 2009-2011 domestic contract value was \$189.82. The average contract value was computed by multiplying the 2009-2011 average domestic rental rate per transaction day times the average domestic length of transaction. The contract value remained fairly constant over the three years of averaging. Multiplying the total vehicle contracts in Pima County times the average Hertz contract value yields the higher estimate of \$79.4 million. This figure is believed to be too high because the average domestic contract value includes the optional rental car insurance that some renters pay. The insurance portion of the vehicle rental contract is not taxable under the personal rental category.

The lower figure was derived in two parts from the U.S. Travel and Tourism Satellite Accounts (USTTSA) data set from the Bureau of Economic Analysis, the U.S. Department of Commerce. The USTTSA provides, at the national level, estimates of tourism expenditures, by spending categories. At the national level, in 2010 (the most recent year for which detailed USTTSA data are available), vehicle rentals were approximately 21.4 percent of the total expenditures on lodging. If tourists in Pima County are similar to those in the rest of the country, then the relationship between vehicle rentals and lodging (hotel/motel) expenditures should be similar. Taking 21.4 percent of the FY2012 lodging (hotel/motel) receipts yields the tourist part of the lower estimate of \$61.2 million. To this, an estimate of the non-tourist rental car market must be added. For this calculation, the non-tourist vehicle rental data from the USTTSA is adjusted to Pima County by multiplying the national non-tourist estimate by the ratio of Pima County personal income to U.S. personal income. The

resulting non-tourist vehicle rental estimate is \$6.8 million. Combining the tourist and non-tourist estimates gives the low estimate of \$68.0 million.

This figure is considered too low for Pima County. Tourists (both leisure and business travelers) to the largest metropolitan areas (e.g., Washington D.C., Chicago, New York, San Francisco) can forego renting a vehicle and choose instead to use public transportation. This choice is not really an option for most tourists to Pima County. Since the low estimate is based on national data that includes tourism to those major metro areas, the \$68.0 million estimate is considered too low. For purposes of the rest of the report, the simple average of the low and high estimate of vehicle rentals will be used (\$73.7 million).

TA.2.B. Forecasts of Sports Authority Revenue, 2015 - 2045

Each of the five categories were forecasted through the 30-year duration of the Sports Authority, beginning the 2nd quarter of 2015 (4th quarter of fiscal year 2014) and ending after the first quarter of 2045 (3rd quarter of FY2045). Equations were estimated for four of the five sales-tax categories: retail, restaurant and bars, amusements and hotel/motel. The 5th one, a proposed sales tax on rental cars (a portion of the sales tax category personal rentals) was approximated for 2012 and projected to be proportional to the projection for hotel/motels since a majority of car rentals are made to out-of-towners.

Total cumulative revenues for the 30-year horizon are predicted to be \$902 million dollars. Assumptions determining growth in personal income is an annual projected inflate rate of approximately 2 percent, annual growth in real (without inflation) per capita personal income growth of 1.25 percent per year, and an average annual population growth of approximately 1.25. Population growth is higher in early years of the forecast, ranging from 1.5 to 1.75 percent per year and declining to just over 1 percent population growth per year at the end of the forecast horizon.

The revenue forecasts grow at a slower rate than the projected income growth. Estimated income elasticities ranged from .66 for amusements, 0.71 for retail sales and 0.83 restaurant and bars. These income elasticities were estimated using regression analysis on time-series data. Expectations were that these elasticities would be higher, somewhat closer to 1.0, but repeated estimation resulted in these relatively low elasticities. What do elasticities mean? Income elasticities measure the responsiveness of a tax base to a change in income. An income elasticity of 0.83 for retailing means that when local-area income increases by 10 percent, retail sales increase by 8.3 percent. The underlying cause of sales-related income elasticities being substantially less than one is likely that Pima County is a relatively poor community and it has been getting poorer. For two decades, per capita personal income in Pima County has been falling relative to both the state as a whole and relative to the nation. When people/families are relatively poor, a larger portion of the budget must be spent on housing, food (exempt from taxation) and utilities, leaving a smaller portion for amusements, the purchase of "stuff" (retailing), and eating out. In addition, on-line sales have allowed a portion of the retail tax base to be avoided. On-line sales are estimated to be approximately 6 percent of total Arizona retailing and only a portion of that is taxable. When the on-line store has a legal nexus in Pima County (e.g., Target, Home Depot, Macy's), the on-line sales are taxable. But if the seller is purely an on-line

store or is only located in a different state, the on-line sales are not-taxable (e.g., Newegg.com, Shoebuy.com).

No income elasticity was computed for hotel/motel receipts because that category is estimated off of forecasts of national accommodation expenditures and relative population. Similarly, no income elasticity was estimated for car rental sales because car rentals were assumed to be proportional to projected hotel/motel taxable sales.

The pessimistic forecast scenario was computed *ad hoc*, by assumption. The forecasts in the closest time period, 2015-2021, were reduced by 5 percent and the forecasts for the most distant time period, 2040-2045, were reduced by 15 percent. The intervening periods were reduced by amounts interpolated between these two time periods.

Table TA2.B.1. Sports Authority Projected Revenues, by Sales Category, with and without a Major League Baseball Contract, Best Estimate

	With a Major League Baseball Contract						
	Fiscal Years 2015-2020 ¹	Fiscal Years 2021-2025	Fiscal Years 2026-2030	Fiscal Years 2031-2035	Fiscal Years 2036-2040	Fiscal Years 2041-2045 ²	Total Cumulative
Hotel/Motel	\$ 7,871,890	\$ 8,410,479	\$ 9,292,011	\$ 10,196,411	\$ 11,223,791	\$ 11,743,581	\$ 58,738,163
Car Rental ³	\$ 1,575,978	\$ 1,683,806	\$ 1,860,291	\$ 2,041,355	\$ 2,247,040	\$ 2,461,531	\$ 11,870,002
Amusements	\$ 2,102,707	\$ 2,334,604	\$ 2,702,352	\$ 3,122,473	\$ 3,610,522	\$ 3,954,253	\$ 17,826,911
Restaurant & Bars	\$ 24,855,077	\$ 28,672,692	\$ 34,424,266	\$ 41,238,252	\$ 49,446,089	\$ 56,110,976	\$ 234,747,351
Retail	\$ 66,395,718	\$ 74,507,548	\$ 87,103,743	\$101,623,226	\$ 118,619,923	\$ 131,180,068	\$ 579,430,226
TOTAL	\$102,801,370	\$115,609,129	\$ 135,382,664	\$158,221,718	\$ 185,147,364	\$ 205,450,409	\$ 902,612,653
	Without a Major League Baseball Contract⁴						
Hotel/Motel	\$ 7,871,890	\$ 4,810,696	\$ 4,646,006	\$ 5,098,205	\$ 5,611,895	\$ 5,871,791	\$ 33,910,483
Car Rental	\$ 1,575,978	\$ 963,117	\$ 930,146	\$ 1,020,678	\$ 1,123,520	\$ 1,230,765	\$ 6,844,205
Amusements	\$ 2,102,707	\$ 1,332,156	\$ 1,351,176	\$ 1,561,237	\$ 1,805,261	\$ 1,977,126	\$ 10,129,664
Restaurant & Bars	\$ 24,855,077	\$ 16,330,218	\$ 17,212,133	\$ 20,619,126	\$ 24,723,044	\$ 28,055,488	\$ 131,795,086
Retail	\$ 66,395,718	\$ 42,494,792	\$ 43,551,872	\$ 50,811,613	\$ 59,309,961	\$ 65,590,034	\$ 328,153,990
TOTAL	\$102,801,370	\$ 65,930,980	\$ 67,691,332	\$ 79,110,859	\$ 92,573,682	\$ 102,725,204	\$ 510,833,427

1/ Revenues are assumed to begin to flow in the 4th quarter of fiscal year 2015.
 2/ Revenues are assumed to cease by the 4th quarter of fiscal year 2045.
 3/ Car rental revenue is a portion of the Personal Rentals sales tax category.
 4/ The allowable tax rate falls by half after 72 months if a Major League Baseball contract has not been signed.

Table TA2.B.2. Sports Authority Projected Revenues, by Sales Category, with and without a Major League Baseball Contract, Pessimistic Estimate

	With a Major League Baseball Contract							Total Cumulative
	Fiscal Years	Fiscal Years	Fiscal Years	Fiscal Years	Fiscal Years	Fiscal Years	Fiscal Years	
	2015-2020 ^{1/}	2021-2025	2026-2030	2031-2035	2036-2040	2041-2045 ^{2/}		
Hotel/Motel	\$ 7,478,295	\$ 7,821,745	\$ 8,455,730	\$ 9,074,806	\$ 9,764,698	\$ 9,982,044	\$ 52,577,319	
Car Rental ^{3/}	\$ 1,497,179	\$ 1,565,939	\$ 1,692,865	\$ 1,816,806	\$ 1,954,925	\$ 2,092,301	\$ 10,620,016	
Amusements	\$ 1,997,572	\$ 2,171,182	\$ 2,459,141	\$ 2,779,001	\$ 3,141,154	\$ 3,361,115	\$ 15,909,164	
Restaurant & Bars	\$ 23,612,323	\$ 26,665,604	\$ 31,326,082	\$ 36,702,044	\$ 43,018,097	\$ 47,694,329	\$ 209,018,479	
Retail	\$ 63,075,932	\$ 69,292,020	\$ 79,264,406	\$ 90,444,671	\$ 103,199,333	\$ 111,503,058	\$ 516,779,420	
TOTAL	\$ 97,661,301	\$ 107,516,490	\$ 123,198,224	\$ 140,817,329	\$ 161,078,206	\$ 174,632,847	\$ 804,904,398	
	Without a Major League Baseball Contract^{4/}							
Hotel/Motel	\$ 7,478,295	\$ 4,473,947	\$ 4,227,865	\$ 4,537,403	\$ 4,882,349	\$ 4,991,022	\$ 30,590,882	
Car Rental	\$ 1,497,179	\$ 895,699	\$ 846,433	\$ 908,403	\$ 977,462	\$ 1,046,151	\$ 6,171,327	
Amusements	\$ 1,997,572	\$ 1,238,905	\$ 1,229,570	\$ 1,389,501	\$ 1,570,577	\$ 1,680,557	\$ 9,106,683	
Restaurant & Bars	\$ 23,612,323	\$ 15,187,103	\$ 15,663,041	\$ 18,351,022	\$ 21,509,049	\$ 23,847,165	\$ 118,169,702	
Retail	\$ 63,075,932	\$ 39,520,156	\$ 39,632,203	\$ 45,222,336	\$ 51,599,666	\$ 55,751,529	\$ 294,801,822	
TOTAL	\$ 97,661,301	\$ 61,315,812	\$ 61,599,112	\$ 70,408,664	\$ 80,539,103	\$ 87,316,424	\$ 458,840,416	

1/ Revenues are assumed to begin to flow in the 4th quarter of fiscal year 2015.
 2/ Revenues are assumed to cease by the 4th quarter of fiscal year 2045.
 3/ Car rental revenue is a portion of the Personal Rentals sales tax category.
 4/ The allowable tax rate falls by half after 72 months if a Major League Baseball contract has not been signed.

TA.3.A. Economic and Revenue Impact of Amateur Sports Events in Pima County

Economic impacts were computed with IMPLAN, an input-output software and database. This commonly used model generates three types of impacts:

Direct impacts are those immediately associated with the spending by out-of-area participants and attendees, e.g., hotels/motels, restaurants and bars.

Indirect impacts are those associated with companies/businesses that sell to the firms that benefit from the direct expenditures. For example, indirect impacts from hotel spending may be on laundry service companies, wholesale food sellers, landscaping services, etc.

Induced impacts are those generated when the additional income earned by workers who are either directly or indirectly impacted spend their money locally.

Revenue impacts are computed using the Pima County Revenue Model, a spreadsheet based model designed to compute state and local revenue, based on expenditures, current tax rates, income elasticities of tax bases, and the complicated revenue sharing formulas that share state sales taxes, highway taxes and income taxes to incorporated cities and/or counties. The Revenue Model estimates both direct and induced revenues:

Direct revenues are those that accrue immediately to state or local governments because of spending by out-of-area participants.

Induced impacts are those generated when the additional income earned by workers is spent locally, resulting in additional government revenues.

In order to compute the job and sales impacts, an attempt to reverse engineer the results of the FMRassociates study somewhat failed. An immediate problem was identified in their report. The results for the first two surveyed events, the Copper Bowl Tennis Tournament and the 14th Annual Coldwell Banker Shootout results, presented in Displays 1-1 and 1-2, are consistent with the direct expenditures presented in Displays 2-1 and 2-2. However, this researcher could not reproduce the direct expenditures figures used in that study for the other 9 of the 11 surveyed sports events. Specifically, the Average Estimated Daily Travel Party Expenditures, by category, that are provided in Displays 1-3 through 1-11 appear to be inconsistent with the corresponding total expenditures, by category, presented in Displays 2-3 through 2-11. For example, if the Average Estimated Daily Travel Party Expenditures for Food and Beverages in Display 1-3 (\$1921) are multiplied by the total out-of-area parties (22) and by the total length of stay (2.2), the resulting direct expenditures for Food and Beverage should be \$109,155. The FMRassociates figure is substantially higher (\$139,527).

The characteristic of the data that separates the first two surveys from the remaining 9 is that the first two surveys report ‘average estimated *total* travel party expenditures’ and the 9 which are inconsistent report ‘average estimated *daily* travel expenditures.’ It is a fact that computing the ‘average of daily figures’ would result in different results than computing the ‘average of expenditures’ divided by the average days. This distinction could account for the differences. This would imply that some other, non-reported set of figures were used to compute total expenditures. However, the footnotes to Displays 2-3 through 2-11 that contain total expenditure estimates explicitly state that the figures were computed using the numbers in Displays 1-3 through 1-11. After contacting FMRassociates, it was determined that the discrepancy was due to different ways of averaging daily expenditures. If you compute a) average daily expenditures for each category for each party, you get different numbers than if you compute b) average daily expenditures by totaling expenditures by category and dividing by the total number of days. It’s the difference between averaging ratios and taking the ratio of two averages. It was finally decided that, although I could not reproduce them, the total expenditure figures reported by FMRassociates would be used. However, the expenditure mix reported using average estimated daily expenditures had to be used to break down the total expenditures, so there is a bit of an inconsistency here.

It is unclear how FMRassociates computed economic impacts from IMPLAN for some of their categories. For example, their question regarding transportation expenditures ask how much was spent in Tucson on rental cars, gasoline and taxis and buses. IMPLAN doesn’t have a multiplier for this aggregation of transportation spending. Rather, they have separate categories for a) rental cars, b) gasoline and c) ground transportation (buses and taxis). In order to compute economic impacts, as well as revenue impacts, for “transportation” expenditures, the aggregate transportation category had to be decomposed. The following assumptions were necessarily made:

- a) Ground transportation expenditures were negligible.
- b) For the tournaments where 95% or more of those surveyed said they drove their personal car, all transportation expenditure was categorized as gasoline purchases.
- c) When the proportion of travel parties who rented a vehicle was provided, it was assumed they rented cars for the entire length of stay of the trip. For parties larger than 4 (like a team), it was assumed there would be a rental car per every four persons. Even if they rented minivans or vans, the cost was assumed to be proportional to multiples of 4 persons per car. If they rented minivans or vans, however, the number of car rental contracts that were estimated would be too large. Each car rental per day was assumed to cost \$43, the amount reported by Hertz Rental Global in their filings with the SEC.
- d) Once rental car expenses were estimated, the residual transportation expenditures were assumed to be gasoline.
- e) The exception was for the Tucson Invitational Games. Using the method described in c) resulted in rental car purchases larger than total transportation expenditures. For this sports tournament, the reported transportation expenditures were divided 50-50 between car rentals and gasoline. The number of estimated car rentals estimated in c) was divided by 2, as well.

Another category for which insufficient information was available for either computing economic impacts or revenue impacts was the “food and beverage” expenditure figure. This category had to be disaggregated into groceries and restaurant and bar expenditures. The 2005-2006 tourism survey for Pima County was utilized and it is assumed that 23.5% of total “food and beverage” purchases were groceries and the remainder was expenditures at restaurant and bars.

Finally, their “entertainment” category was disaggregated using the U.S. Travel and Tourism Satellite Accounts from the Bureau of Economic Analysis. Their entertainment figures were first disaggregated in the same proportions as the USTTSA tourist expenditure mix into: motion pictures and performing arts; spectator sports; participation sports; gaming; and other amusements and recreation. For all tournaments, the participation sports category was removed because that is similar to FMRassociates’ team-related expenditures. Total entertainment was reallocated with that category missing. In addition, for youth tournaments, it was assumed that the gaming portion would be 0% and the reported entertainment expenditures were apportioned across the remaining categories. For “mixed” adult/youth tournaments, the gaming share of entertainment was reduced by half.

No adjustment was made to the 2006-2007 FMRassociates surveys. That is, no reduction was made to the figures. Although total tourism expenditures in Pima County are still substantially below those in 2006-2007, it is not clear that a given party, attending a sports tournament, would be spending significantly less in 2012 than in 2006-2007. One source of data that shed some light on this question was the City of Tucson’s \$2 per night bed tax. Dividing their annual bed tax by \$2 (earlier it was \$1) gives an estimate of total room nights in the city, per year. Dividing the total transient occupancy tax by the tax rate yields total hotel/motel spending

on rooms. Hotel/motel spending divided by room nights gives an average spending per room night in the city of Tucson. This figure for FY2012 is not quite 7% lower than the comparable figure for FY2007 but it is larger than the figure for FY2006. This data did not provide strong evidence on whether to reduce the 2006-2007 survey results, let alone by how much to reduce it.

Table TA.3.A.1 presents the economic impacts, by tournament, computed from the FMRassociates figures. Impacts were computed for the following three measures:

Output (gross sales), which is the sum of all expenditures as they made in the economy.

Employment (job-years) is an estimate of the employment impact, measured in job years. A job-year represents 1 job for the entire year. Jobs are consistent with the current BEA definitions and include both full- and part-time workers. Therefore, if an industry uses many part-time workers, then the “jobs” figure for that industry includes the same portion of part-time workers.

Labor income includes both worker and proprietor income associated with the expenditures.

The gross spending impacts range from \$92,000 to \$5.6 million, depending on the tournament. Job impacts range from 1 to 70, depending on the amount of spending and the expenditure mix. Labor income impacts range from \$31,000 to \$1.9 million.

Revenue impacts are contained in Table TA3.A.2. The top portion of the table contains direct revenue estimates; the bottom portion contains induced impacts. The combined figures are presented in the summary table in the body of the report. The following assumptions were made regarding the FMRassociates survey data to compute revenue impacts:

1. Since these tournaments tend to be short-lived events, it is assumed that no individual tournament permanently increases population in Pima County. Population is an input to several of the revenue sharing formulas.
2. Since the Highway User Revenue dollars estimated using the Pima County Revenue Impact Model is heavily dependent on gallons of fuel consumed, the average of 2006 and 2007 gasoline prices in Arizona were used to compute gas gallons.
3. Not all the expenditures are used in revenue estimation. Gaming is not taxable under the transaction privilege tax (sales). Further, not all amusements are taxable, e.g., participatory sports, like the tournaments being analyzed, are typically organized by non-profits and therefore no sales tax is charged. Similarly, most of the spectator sports are non-taxable (organized by non-profits or collegiate). It was assumed that all of the “other amusements and entertainment” was taxable under amusements and 50% of motion pictures & performing arts expenditures were taxable. There is simply no way to further subdivide these expenditures.

The revenues that were computed in this analysis are those delineated in the detailed tables. Notable exceptions not computed include potential induced property taxes accruing to school districts and other special districts.

Table TA.3.A.1. Economic Impacts of Eleven Tournaments in Pima County

Tournament		Direct Impact	Indirect Impact	Induced Impact	Total Impact	
Copper Bowl Tennis Tournament						
	Total Expenditures \$	Output (gross sales) \$	1,036,360	310,282	537,456	1,884,098
	1,146,466	Employment (job-years)	14	3	6	23
		Labor Income \$	293,033	101,494	233,985	628,512
14th Annual Caldwell Banker Shootout						
	Total Expenditures \$	Output (gross sales) \$	780,398	231,332	408,019	1,419,748
	881,208	Employment (job-years)	11	2	4	18
		Labor Income \$	229,407	75,766	176,357	481,530
5th Ann Women's Ice Hockey Tourney						
	Total Expenditures \$	Output (gross sales) \$	121,446	37,228	65,128	223,803
	139,527	Employment (job-years)	2	0	1	3
		Labor Income \$	39,133	12,167	27,565	78,864
24th Annual El Tour de Tucson						
	Total Expenditures \$	Output (gross sales) \$	3,082,995	929,993	1,620,536	5,633,524
	3,554,975	Employment (job-years)	43	9	18	70
		Labor Income \$	914,341	305,130	698,762	1,918,234
Southwest Cup Challenge						
	Total Expenditures \$	Output (gross sales) \$	131,185	38,634	70,029	239,848
	156,925	Employment (job-years)	2	0	1	3
		Labor Income \$	40,804	12,740	30,004	83,548
14th Annual Tucson Holiday Tip-Off						
	Total Expenditures \$	Output (gross sales) \$	50,730	15,414	26,795	92,939
	69,752	Employment (job-years)	1	0	0	1
		Labor Income \$	14,779	4,999	11,640	31,419
USTA National Winter Championships						
	Total Expenditures \$	Output (gross sales) \$	1,065,677	318,280	555,595	1,939,553
	1,283,075	Employment (job-years)	15	3	6	25
		Labor Income \$	312,443	101,567	240,492	654,502
12th/13th Annual Cactus Classic						
	Total Expenditures \$	Output (gross sales) \$	803,016	248,024	417,755	1,468,794
	907,337	Employment (job-years)	10	2	5	17
		Labor Income \$	225,931	82,263	181,526	489,719
Tucson Invitational Games						
	Total Expenditures \$	Output (gross sales) \$	955,166	291,151	504,672	1,750,989
	1,026,179	Employment (job-years)	13	3	6	22
		Labor Income \$	287,747	96,963	216,495	601,205
Spring Training Championships						
	Total Expenditures \$	Output (gross sales) \$	356,270	109,104	183,754	649,128
	388,170	Employment (job-years)	5	1	2	8
		Labor Income \$	99,178	35,547	80,037	214,762
USFA North Am. Cup Youth Fencing Tourney						
	Total Expenditures \$	Output (gross sales) \$	1,473,290	437,841	770,300	2,681,431
	1,621,572	Employment (job-years)	22	4	8	34
		Labor Income \$	441,038	141,059	331,609	913,706

Source: Economic and Business Research, Eller College of Management, University of Arizona
 Based on total expenditures obtained from FMRassociates survey figures from their 2006-2007 study for the Metropolitan Tucson Convention and Visitors Bureau.

Table TA.3.A.2. Revenue Impact of Eleven Tournaments in Pima County

	Direct Revenues										
Tournament	1	2	3	4	5	6	7	8	9	10	11
State Revenues (retained by the State)											
Privilege Taxes Retained by State	\$ 34,054	\$ 25,229	\$ 2,872	\$ 91,939	\$ 3,673	\$ 1,530	\$ 31,144	\$ 27,497	\$ 27,496	\$ 11,434	\$ 38,796
Privilege Tax Revenues Dedicated to Education (Prop. 301)	\$ 2,391	\$ 1,561	\$ 221	\$ 5,618	\$ 250	\$ 90	\$ 2,541	\$ 1,259	\$ 1,574	\$ 765	\$ 3,301
Motor Fuel and HURF Revenues 1/	\$ 1,875	\$ 1,866	\$ 444	\$ 11,381	\$ 649	\$ 584	\$ 5,413	\$ 2,453	\$ 1,187	\$ 563	\$ 2,697
Total State Tax Revenues	\$ 38,319	\$ 28,655	\$ 3,538	\$108,938	\$ 4,572	\$ 2,205	\$ 39,098	\$ 31,209	\$ 30,258	\$ 12,761	\$ 44,794
Pima County Revenues											
State-shared Privilege Tax Revenues	\$ 5,083	\$ 3,825	\$ 423	\$ 13,960	\$ 551	\$ 233	\$ 4,549	\$ 4,294	\$ 4,205	\$ 1,717	\$ 5,629
State-shared Motor Fuel and HURF Revenues	\$ 1,055	\$ 1,050	\$ 250	\$ 6,403	\$ 365	\$ 329	\$ 3,046	\$ 1,380	\$ 668	\$ 317	\$ 1,518
Car Rental Excise Tax	\$ 882	\$ -	\$ 29	\$ 2,426	\$ 95	\$ -	\$ 426	\$ -	\$ 719	\$ 466	\$ 2,703
Total County Tax Revenues	\$ 6,138	\$ 4,875	\$ 673	\$ 20,363	\$ 916	\$ 562	\$ 7,595	\$ 5,674	\$ 4,873	\$ 2,034	\$ 7,146
RTA Countywide Transportation Excise Tax (1/2 cent sales tax)	\$ 4,870	\$ 3,625	\$ 409	\$ 13,216	\$ 526	\$ 220	\$ 4,425	\$ 3,987	\$ 3,961	\$ 1,638	\$ 5,501
Either City or County 6% Transient Occupancy Tax /2	\$ 31,392	\$ 25,360	\$ 2,450	\$ 93,106	\$ 3,466	\$ 1,583	\$ 25,175	\$ 32,043	\$ 28,899	\$ 10,919	\$ 30,008
City of Tucson Revenues /3											
City Privilege Taxes	\$ 7,970	\$ 5,202	\$ 738	\$ 18,726	\$ 833	\$ 301	\$ 8,470	\$ 4,198	\$ 5,248	\$ 2,549	\$ 11,003
State-shared Privilege Tax Revenues	\$ 578	\$ 435	\$ 48	\$ 1,588	\$ 63	\$ 27	\$ 517	\$ 488	\$ 478	\$ 195	\$ 640
State-shared Motor Fuel and HURF Revenues	\$ 1,140	\$ 1,135	\$ 270	\$ 6,922	\$ 395	\$ 355	\$ 3,292	\$ 1,492	\$ 722	\$ 342	\$ 1,640
Total City Tax Revenues	\$ 9,688	\$ 6,772	\$ 1,056	\$ 27,236	\$ 1,290	\$ 682	\$ 12,279	\$ 6,178	\$ 6,449	\$ 3,087	\$ 13,283
Pima Association of Governments											
State-shared HURF	\$ 84	\$ 84	\$ 20	\$ 510	\$ 29	\$ 26	\$ 243	\$ 110	\$ 53	\$ 25	\$ 121
Revenues for Other Pima County Cities											
State Shared Privilege Tax Revenues	\$ 107	\$ 80	\$ 9	\$ 293	\$ 12	\$ 5	\$ 95	\$ 90	\$ 88	\$ 36	\$ 118
State-shared Motor Fuel and HURF Revenues	\$ 28	\$ 28	\$ 7	\$ 171	\$ 10	\$ 9	\$ 82	\$ 37	\$ 18	\$ 8	\$ 41
Total Tax Revenues For Other Cities/Towns	\$ 135	\$ 108	\$ 16	\$ 464	\$ 21	\$ 14	\$ 177	\$ 127	\$ 106	\$ 44	\$ 159
Total State Revenues	\$ 38,319	\$ 28,655	\$ 3,538	\$108,938	\$ 4,572	\$ 2,205	\$ 39,098	\$ 31,209	\$ 30,258	\$ 12,761	\$ 44,794
Total Pima County and/or City in Pima Revenues	\$ 52,307	\$ 40,823	\$ 4,624	\$154,895	\$ 6,248	\$ 3,088	\$ 49,894	\$ 48,119	\$ 44,340	\$ 17,748	\$ 56,218
Total Direct Revenues	\$ 90,626	\$ 69,479	\$ 8,162	\$263,833	\$ 10,819	\$ 5,292	\$ 88,992	\$ 79,327	\$ 74,598	\$ 30,509	\$ 101,012
	Induced Revenues										
State Revenues (retained by the State)											
Income Tax	\$ 6,969	\$ 5,339	\$ 874	\$ 21,269	\$ 926	\$ 348	\$ 7,257	\$ 5,430	\$ 6,666	\$ 2,381	\$ 10,131
Privilege Tax Retained (excludes Prop. 301 0.6% Tax)	\$ 7,581	\$ 5,808	\$ 951	\$ 23,138	\$ 1,008	\$ 379	\$ 7,895	\$ 5,907	\$ 7,252	\$ 2,590	\$ 11,021
Prop. 301 Privilege Tax Revenues Dedicated to Education	\$ 1,173	\$ 899	\$ 147	\$ 3,581	\$ 156	\$ 59	\$ 1,222	\$ 914	\$ 1,122	\$ 401	\$ 1,706
Motor Fuel Tax and HURF (State Highway Fund)	\$ 1,259	\$ 964	\$ 158	\$ 3,842	\$ 167	\$ 63	\$ 1,311	\$ 981	\$ 1,204	\$ 430	\$ 1,830
Total	\$ 16,982	\$ 13,011	\$ 2,131	\$ 51,830	\$ 2,257	\$ 849	\$ 17,684	\$ 13,232	\$ 16,244	\$ 5,803	\$ 24,688
Pima County Revenues											
State-shared Privilege Tax	\$ 828	\$ 635	\$ 104	\$ 2,528	\$ 110	\$ 41	\$ 863	\$ 645	\$ 792	\$ 283	\$ 1,204
State-shared Motor Fuel Tax and HURF	\$ 563	\$ 432	\$ 71	\$ 1,719	\$ 75	\$ 28	\$ 587	\$ 439	\$ 539	\$ 192	\$ 819
Vehicle License Tax for General Fund	\$ 308	\$ 236	\$ 39	\$ 939	\$ 41	\$ 15	\$ 320	\$ 240	\$ 294	\$ 105	\$ 447
State-shared Vehicle License Tax for Highways	\$ 18	\$ 14	\$ 2	\$ 56	\$ 2	\$ 1	\$ 19	\$ 14	\$ 18	\$ 6	\$ 27
Property Tax /4	\$ 3,849	\$ 2,949	\$ 483	\$ 11,748	\$ 512	\$ 192	\$ 4,008	\$ 2,999	\$ 3,682	\$ 1,315	\$ 5,596
Total	\$ 5,567	\$ 4,265	\$ 699	\$ 16,991	\$ 740	\$ 278	\$ 5,797	\$ 4,338	\$ 5,325	\$ 1,902	\$ 8,093
RTA Countywide Transportation Excise Tax (1/2 cent sales tax)	\$ 1,015	\$ 778	\$ 127	\$ 3,099	\$ 135	\$ 51	\$ 1,057	\$ 791	\$ 971	\$ 347	\$ 1,476
City of Tucson Revenues											
Urban Revenue Sharing /5	\$ 127	\$ 97	\$ 16	\$ 388	\$ 17	\$ 6	\$ 132	\$ 99	\$ 122	\$ 43	\$ 185
State-shared Privilege Tax	\$ 88	\$ 67	\$ 11	\$ 268	\$ 12	\$ 4	\$ 91	\$ 68	\$ 84	\$ 30	\$ 128
State-shared Motor Fuel Tax and HURF	\$ 534	\$ 409	\$ 67	\$ 1,629	\$ 71	\$ 27	\$ 556	\$ 416	\$ 511	\$ 182	\$ 776
State-shared Vehicle License Tax	\$ 255	\$ 196	\$ 32	\$ 780	\$ 34	\$ 13	\$ 266	\$ 199	\$ 244	\$ 87	\$ 371
Property Tax (excludes personal property taxes)	\$ 472	\$ 362	\$ 59	\$ 1,441	\$ 63	\$ 24	\$ 492	\$ 368	\$ 452	\$ 161	\$ 687
City Privilege Tax (excludes tourism promotion below)	\$ 2,465	\$ 1,888	\$ 309	\$ 7,523	\$ 328	\$ 123	\$ 2,567	\$ 1,921	\$ 2,358	\$ 842	\$ 3,583
Total	\$ 3,941	\$ 3,019	\$ 495	\$ 12,029	\$ 524	\$ 197	\$ 4,104	\$ 3,071	\$ 3,770	\$ 1,347	\$ 5,730
Pima Association of Governments											
State-shared HURF	\$ 56	\$ 43	\$ 7	\$ 172	\$ 7	\$ 3	\$ 59	\$ 44	\$ 54	\$ 19	\$ 82
Revenues for Other Pima County Cities											
Urban Revenue Sharing /5	\$ 23	\$ 18	\$ 3	\$ 72	\$ 3	\$ 1	\$ 24	\$ 18	\$ 22	\$ 8	\$ 34
State-shared Privilege Tax	\$ 16	\$ 12	\$ 2	\$ 49	\$ 2	\$ 1	\$ 17	\$ 13	\$ 15	\$ 6	\$ 24
State-shared Motor Fuel and HURF	\$ 106	\$ 81	\$ 13	\$ 323	\$ 14	\$ 5	\$ 110	\$ 82	\$ 101	\$ 36	\$ 154
State-shared Vehicle License Tax	\$ 52	\$ 40	\$ 7	\$ 160	\$ 7	\$ 3	\$ 55	\$ 41	\$ 50	\$ 18	\$ 76
Total	\$ 198	\$ 152	\$ 25	\$ 604	\$ 26	\$ 10	\$ 206	\$ 154	\$ 189	\$ 68	\$ 288
Total State Revenues	\$ 16,982	\$ 13,011	\$ 2,131	\$ 51,830	\$ 2,257	\$ 849	\$ 17,684	\$ 13,232	\$ 16,244	\$ 5,803	\$ 24,688
Total Pima County and/or City in Pima Revenues	\$ 10,778	\$ 8,257	\$ 1,352	\$ 32,894	\$ 1,433	\$ 539	\$ 11,223	\$ 8,398	\$ 10,310	\$ 3,683	\$ 15,668
Total Induced Revenues	\$ 27,760	\$ 21,268	\$ 3,483	\$ 84,724	\$ 3,690	\$ 1,388	\$ 28,908	\$ 21,630	\$ 26,554	\$ 9,486	\$ 40,356

1/ HURF stands for Highway User Revenue Fund
 2/ Either the County or some City will receive this, depending on where hotels are located. Computed at 6%. At least one City's tax is lower and one is higher.
 3/ Assumes activities occur in City of Tucson. Revenues exclude \$2 per night hotel bed tax because unsure of where hotels would be located.
 4/ Property taxes exclude personal property taxes but include county bonds and library district. Note that because property tax rates are computed from the levy amount and the tax base, an increase in the tax base could result in these dollars ending up back in the pockets of local residents instead of in the county coffers.
 5/ Urban revenue sharing distributes a portion of the state income tax to incorporated cities and towns 2 years after they are collected.

TA.4.A. Estimates/Trends in Sports Demand

In this section, an estimate of sports demand is generated. Data on population in Pima County, by age/sex, was collected for years 1980 through 2010 from the U.S. Bureau of the Census. This demographic data was combined with sports participation data, by age group, to provide a time series of sporting demand. It is important to recognize that participation data is extremely difficult to find, is available only at the national level, and typically is only provided for short time periods (e.g., for either one year or for just the last few years). One source of data provided consistent participation figures *adults* for the years 1982, 1992, 2002 and 2008 and only the latest three studies provided the data by age group. This source was the National Endowment for the Arts surveys. Their survey, although focused on participation in the arts, also covers a wide variety of leisure activities, such as movies, sporting events, exercise, playing sports, and more. For the purposes of this analysis, three sets of participation rates were collected by age group: attending sporting events, exercise, and playing sports. The data was obtained from both on-line sources and from recent and back copies of the U.S. Statistical Abstract. Because the data is available only on an intermittent basis, the survey results were interpolated to provide annual figures. The results will represent long-run trends, not year-to-year precise changes in demand for sports-related activities.

For youth participation in sports, data from the National Council of Youth Sports was used as the basis. This source provided data for 2008, 2000 and 1997, by age group (6 & under, 7-9, 10-12, 13-15, and 16-18). This data source was not for all types of physical activity; rather it was for the participation in *organized* youth sports. This dataset is considered most similar to the “playing sports” category for adults from the National Endowment for the Arts surveys. No data could be found for youth on attending sporting events or general exercise. Because this series is short, beginning in 1997, it was combined with another set of figures computed from sports participation, by age group, obtained from various U.S. Statistical Abstracts for years 1982, 1992, and 1997 (original source was the National Sporting Goods Association). This data, obtained through sample surveys, provides participation rates, by sport, for both youths and adults, by age group. Unfortunately, because it is by sport, the figures cannot simply be added together to get total participation because sports-minded individuals participate in multiple sports. These combined participation rates, which substantially exceed 1 due to multiple sport participation, were used to trend the National Council of Youth Sports data back into the 1980s.

4.B. Calculations of the shares of the proposed tax increases that will be exported.

First, the Survey Data Method will be described. This method is used a few times so, rather than describing it repeatedly, it is presented first and referred to later when discussing specific categories of taxable sales.

Survey Data Method: This method used two sets of survey data, adjusted to reflect more current trends and estimated several categories of spending by non-Pima residents. The first survey was a 2005-2006 survey of overnight visitors to Pima County (Charney, 2006) and the second was a 2007-2008 survey of Mexican visitors to Arizona (Pavlovich-Kochi and Charney, 2008).

It was assumed that the *mix* of overnight visitor expenditures remained unchanged between 2005-2006 and 2011-2012. By holding the mix of expenditures constant, then various categories of overnight tourism expenditures could be computed by scaling the 2005-2006 survey results according to the change in lodging expenditures. It should be noted that lodging expenditures fell by approximately 25 percent between 2005-2006 and 2011-2012.

There has also been a substantial decline in the number of border crossings between 2007-2008 and 2011-2012, i.e., they fell by 35 percent. For numerous reasons, border crossings have declined, including very weak economic conditions on both sides of the border. The estimated spending by Mexican visitors to Pima County in the 2007-2008 study was reduced by 35 percent for all categories of spending.

The 2011-2012 estimated overnight visitor and Mexican visitor expenditures were added together, by category. The resulting sums could not be used directly because, by adding these two sets of adjusted survey results, the expenditures by Mexican visitors who stayed overnight in Pima County were double-counted. To adjust for this, the overnight visitor expenditures were adjusted downward proportionally to the amount Mexican visitors spent on lodging so the resulting lodging expenditure exactly matched the Pima County hotel/lodging taxable sales.

This method was used to provide either the high or low estimates for Retail, Restaurant and Bar and vehicle rental sales.

4.B.1. Lodging (hotel/motel) taxable sales

It is assumed that 100 percent of lodging (hotel/motel) taxable sales is paid by out-of-area visitors. Although there are instances where locals choose to stay at a hotel for a weekend for the amenities, for all practical purposes, this entire category is assumed to be exported.

4.B.2. Restaurant and Bar taxable sales.

The low estimate was computed utilizing the U.S. Travel and Tourist Satellite Account data from the Bureau of Economic Analysis, the U.S. Department of Commerce. This method computes the ratio of a category of tourism expenditures to lodging expenditures for the U.S. and assumes that those ratios hold for tourists in Pima County. Then the ratios computed for the U.S. are multiplied times Pima County lodging expenditures to compute tourism expenditures, by category. For example, national tourist-related restaurant and bar sales are computed to 0.788 times as large as expenditures on lodging. Therefore, this method of computing restaurant and bar sales for Pima County would involve multiplying 0.788 times Pima County lodging (hotel/motel) expenditures. Once that is calculated, the result is divided by the total taxable sales in restaurant and bar sales in Pima County. This procedure resulted in the 15.01 percent shown in Table TA.4.B.

The high estimate for exportation of restaurant and bar sales was computed using the Survey Data Method described above. The combination of overnight visitor expenditures and Mexican visitor expenditures estimates resulted in a tax exportation estimate of 15.78 percent.

These two estimates are extremely close so either one could be used in further analysis. However, because the 15.78 figure was based on actual surveys of Pima County visitors, this figure was selected as the “best” estimate.

4.B.3. Vehicle Rental taxable sales

The low estimate was derived using the Survey Data Method described above. The combination of Mexican visitors and overnight visitors to Tucson resulted in an estimate of approximately 55.33 percent of vehicle rentals being made to out-of-area visitors.

The high estimate was computed using the USTTSA data set and applied the national ratio of vehicle rentals to lodging expenditures ratio to Pima County. The result of applying this method was that slightly over 83 percent of vehicle rentals are exported.

This high figure was not selected as the “best” estimate because, for rental cars, the distinction between tourist and non-tourist, is not the same as the distinction between whether an out-of-area person rents a vehicle or a person from Pima County rents a vehicle. Specifically, if a family in Pima County decides to rent a van to take the family to California for a vacation, it is a “tourist-related” vehicle rental. However, for the purposes of computing how much of the tax is paid by out-of-area residents, this type of rental should not count. Similarly, a business person renting a car to go to Phoenix for the day is “tourist-related” in the national USTTSA data, but the taxes are paid by a Pima County resident. Therefore, the “best” estimate is the 55.33 percent computed using the Survey Data Method.

4.B.4. Retail taxable sales

The low estimate of the exportation of Retail sales was derived using the Survey Data Method. The adjusted overnight and Mexican visitor expenditures on retail represent approximately 6.52 percent. This represents the low figure because of in-shopping from smaller counties, particularly Santa Cruz and Cochise Counties.

In order to account for in-shopping, a simple “out-shopping” estimate was made for Santa Cruz and Cochise counties. Typically, this is done by taking the ratio of taxable sales to income in Santa Cruz and Cochise Counties and comparing it to the same ratio in the larger county (where people go to shop). Usually smaller counties have a smaller ratio because they travel to nearby metropolitan areas to do some of their more specialized shopping. By computing the difference between the larger county’s retail spending to income ratio and the smaller county’s retail spending to income ratio, a simple estimate of the “out-shopping” can be made.

Unfortunately, for Cochise County, Santa Cruz County and the larger metropolitan area, Pima County, these simple out-shopping methods get complicated because of the impact of millions of Mexican visitors who come to Arizona primarily to shop. In order to adjust for Mexican visitor spending, the 2007-2008 survey estimates for retail spending by Mexican visitors in Cochise County, Santa Cruz County, and Pima County were first subtracted from the taxable sales. Then the ratios of retail taxable sales to personal income in each of the three counties were computed. The difference between Pima County’s ratio and Cochise County’s

ratio was used as the estimate of the portion of income spent on taxable retail goods outside of Cochise County, presumably Pima County. The same procedure was used for Santa Cruz County.

The resulting estimate of approximately 4.27 of Pima County's taxable sales were added to the low estimate described above, for a high exporting estimate of 10.8 percent. The out-shopping estimates were made for 2007. However, there have been substantial changes in the relationship between retail taxable sales and income in the past six years. Specifically, the ratio of retail taxable sales has fallen dramatically in all three counties: Cochise, Santa Cruz, and Pima. Specifically, in Cochise County, the share of personal income spent on taxable retail goods fell from 19.7 percent to 15.5 percent between 2007 and 2011 (2012 estimates aren't easily made because 2012 personal income figures are not yet available from the Bureau of Economic Analysis). Similarly, taxable retail sales as a share of personal income fell from 37.1 percent to 25.5 percent over the same time period in Santa Cruz County and from 23.6 percent to 20.0 percent. These substantial declines in spending on retail goods are likely due to a combination of factors, include a) the severe recession which typically causes a decline in the purchase of goods, particularly durable goods, such as automobiles, appliances, etc., b) the dramatic decline of 35 percent in border crossings, reducing taxable sales throughout southern Arizona and c) the increase in on-line purchases, making the necessity for travel to a nearby metropolitan area unnecessary. These trends suggest that the amount of in-shopping to Pima County from Santa Cruz and Cochise Counties declined since the 2007 computational year. Therefore, the "best" estimate for the portion of the retail sales tax that is exported is the average of the low and high estimates, or 8.66 percent.

4.B.5. Amusement taxable sales

There is no low estimate of taxable sales in the Amusement category of taxable sales.

Numerous methods were tried to compute the portion of Amusements that are exported. The Survey Data Method could not be used because amusements and entertainments tended to be aggregated together into an "other" category that included personal services, medical services, and other activities.

In addition, the USTTSA data method of using the national amusements: lodging ratio and applying it to Pima County results in an absurdly high tourist-related amusement estimate of \$154 million (53.9 percent of lodging), which is substantially larger than the \$96 million in total taxable sales in the Amusement category.

Part of the reason for this extremely high estimate is that a major category of tourist-related sales in the national database is not taxable in Arizona under the Amusements category, namely gambling. But even if gambling is removed the remaining three categories of Amusements in the national database (motion pictures and performing arts, spectator sports, participant sports, and all other recreation and entertainment) result in a Pima County estimate of tourist-related Amusement taxable sales of \$85.7 million (29.6 percent of lodging). This figure implies that 89.2 percent of all amusement taxable sales is exported, a nonsensical figure.

All attempts at adjusting the national figures to reflect the local amusement sales in Pima County failed. An attempt was made to relate Pima County sales to the four major amusement categories in the USTTSA data set: motion pictures and performing arts; spectator sports; participant sports; gambling; and all other recreation and entertainment. This proved impossible because the 2007 Economic Census data for Pima County did not report sales figures for most of these categories because of “disclosure” problems, i.e., there were insufficient firms in each category to report the sales figures without divulging too much information about particular firms.

Even attempting to relate the total amusement receipts reported in the 2007 Economic Census data to taxable sales figures in Pima County proved to be very difficult. Total receipts for Arizona NAICS code 71, Arts, Entertainment and Recreation was \$531 million. Although this figure doesn’t include taxable sales related to the movie industry, it is still 4.5 times larger than the \$118 million in Arizona taxable sales in amusements for 2007. Movies would add substantially more if receipts in Motion Picture distribution could be added, but those figures are withheld in the census.

A major category in the NAICS 71 category that is not taxable under the Amusement category of the Transaction Privilege tax is gambling. In the state, gambling is approximately \$1.6 billion out of total sales in NAICS71 of \$4.3 billion. A similar figure for Pima County cannot be determined because there are only 13 gambling establishments in Pima County, an insufficient number to disclose receipts.

Because of these problems of relating NAICS industry 71 sales data to taxable sales in Pima County, the high estimate for tax exportation for amusements simply applies the weighted average of the tourist-share for the non-gambling components of amusements in the national data set. In the national data, 27 percent of motion pictures and performing arts is tourist-related, 32 percent of spectator sports is tourist-related, 20 percent of participant sports and 24 percent of all other recreation and entertainment is tourist-related. The weighted average of these three non-gambling components is 28.2 percent and that is the figure entered as the high estimate for exportation for amusements.

The actual portion of the Amusements tax that is exported would be substantially less than this 28.2 percent estimate. The reason is that most of the entertain/amusement types of activities that would draw people from out of the region or would be an attraction that a Pima County visitor would likely attend are exempt from the amusement tax. Examples of exempt activities include:

- University of Arizona sporting events
- Sporting events, such as tournaments, organized by non-profits
- Performing arts, if organized by non-profits
- Museums, if organized by non-profits
- Zoos and botanical gardens, if organized by non-profits

It is the tax exempt activities that would most likely to be attended by visitors to Pima County.

The non-exempt types of activities are the types of activities frequented mostly by residents of Pima County, such as:

Fitness and sports centers

Bowling facilities

Amusement parks and arcades

Because the activities that are taxable under the Amusements category are ubiquitous in nature, occurring throughout the country, and are frequented mostly by Pima County residents, the portion of amusements that are exported should be similar to Restaurant and Bar sales.

Therefore, the “best” estimate of tax exportation for amusements is the same as Restaurant and Bars, or 15.78 percent.

Table TA.4.B.1. Summary of High, Low and Best Estimates of Tax Exporting, by Category

Transaction Privilege Taxable Sales Category	Pima County Amount Taxable Under Title 5 Sports Authority \$	Percent of Taxable Sales that is Exported		
		Low Estimate	High Estimate	Best Estimate
Hotel/Motel Sales	286,307,251	100.00	100.00	100.00
Restaurant & Bars	1,501,996,282	15.01	15.78	15.78
Amusements	96,750,273	NA	28.26	15.78
Vehicle Rentals	73,709,829 ¹	55.33	83.02	55.33
Retail Sales	7,107,237,422	6.52	10.80	8.66
Total	8,779,693,806			
Source: Economic and Business Research, University of Arizona.				
1. The mean of the high and low estimate of Table 2.A.1 is used for taxable sales.				

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U.S. Department of Commerce, Bureau of Economic Analysis, U.S. Travel and Tourism Satellite Accounts, <http://bea.gov/newsreleases/industry/tourism/tournewsrelease.htm>.

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APPENDIX – D: PRESENTATIONS

PCSFA WORKSHOP #1 MEETING 1/24/13

<h2 style="text-align: center;">Pima County Sports Facilities Assessment 2012</h2>	<h2 style="text-align: center;">Background</h2> <ul style="list-style-type: none"> ▪ Pima County Sports & Tourism Authority ▪ Facilities Assessment ▪ County Wide Initiatives ▪ Referendum/Bond Election(s) <p style="text-align: center;">Pima County Sports Facilities Assessment 2012</p>														
<h2 style="text-align: center;">Schedule for This Morning</h2> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 5px;">Presentation . . .</td> <td style="text-align: right; padding: 5px;">45-60 min.</td> </tr> <tr> <td style="padding: 5px;">Integrated with your Observations & Questions</td> <td style="text-align: right; padding: 5px;">30-45 min.</td> </tr> <tr> <td style="padding: 5px;">Break</td> <td style="text-align: right; padding: 5px;">10 min.</td> </tr> <tr> <td style="padding: 5px;">Information Sharing . . .</td> <td style="text-align: right; padding: 5px;">60-75 min.</td> </tr> <tr> <td style="padding: 5px;">Integrated with Brainstorming</td> <td style="text-align: right; padding: 5px;">15-30 min.</td> </tr> <tr> <td style="padding: 5px;">Wrap-Up, Your Homework Assignments! . . .</td> <td style="text-align: right; padding: 5px;">20 min.</td> </tr> <tr> <td style="padding: 5px;">And the Way Forward . . .</td> <td style="text-align: right; padding: 5px;">20 min.</td> </tr> </table> <p style="text-align: center;">Conclude Workshop by 11:30</p>	Presentation . . .	45-60 min.	Integrated with your Observations & Questions	30-45 min.	Break	10 min.	Information Sharing . . .	60-75 min.	Integrated with Brainstorming	15-30 min.	Wrap-Up, Your Homework Assignments! . . .	20 min.	And the Way Forward . . .	20 min.	<h2 style="text-align: center;">The Planning Process</h2>
Presentation . . .	45-60 min.														
Integrated with your Observations & Questions	30-45 min.														
Break	10 min.														
Information Sharing . . .	60-75 min.														
Integrated with Brainstorming	15-30 min.														
Wrap-Up, Your Homework Assignments! . . .	20 min.														
And the Way Forward . . .	20 min.														
<h2 style="text-align: center;">Goals for Today</h2> <ol style="list-style-type: none"> 1. Continue to develop a Working Relationship with the stakeholder group and planning team 2. Continue to Understand the broad needs, aspirations, and short-term & long-term goals of Stakeholders 3. Share Ideas and Brainstorm to begin achieving a comprehensive and all-inclusive way forward <p style="text-align: center;">The Beginnings of Consensus</p>	<h2 style="text-align: center;">Study Purpose and Mission</h2> <ol style="list-style-type: none"> 1. Lay the foundation for a Comprehensive Plan for the Development of Sport & Recreation Facilities and Hosting Sports Events 2. Assess the Economic Viability of a wide range of Activities using two measures: <ul style="list-style-type: none"> ▪ Citizens of Pima County ▪ Regional, National, and International Tourism 3. Aggregate the Results into a Report which will provide data to present in the Public Realm 														

Levels of Participation

Range of Activities

1. Recreation and Leisure
2. Youth and Fitness
3. Amateur and Organized Clubs
4. Professional *

* Economic Driver which could serve a significant number of activities at the other levels of participation.



Criteria

Sport and Event Specific Standards & Measures

1. Indoor vs. Outdoor Activities
2. Multi-purpose or Specialized Field of Play
3. Day-to-day Uses
4. Event or Special Event Uses
 - Status: Olympic and Paralympic Games, Emerging Sport
 - Seating Capability
 - Transport Systems



Proposed Individual Response

Assess, and then Provide a Scenario for an Individual Activity or set of Sub-Activities:

1. Recommend no action at this time
2. Identify an Existing Facility
3. Identify an Existing Facility with modifications
4. Identify or Modify a Planned Facility
5. Propose a New Facility
 - Including identifying the primary funding source



Conceptual Development Scenario

Assess the totality of the individual activities and attempt to define an Aggregated Response while contemplating:

1. Shared vs. Stand-alone Facilities
2. Transport and other Infrastructure
3. Mixed Use Integration
4. Operations and Maintenance



Business Modeling & Economic Viability

The Foundation to Building a Sustainable Plan

1. Ownership
 - Public, Private, PPP
2. Costs
 - Land Acquisition, Capital Improvements, O&M
3. Business Model
 - Management Model, Accessibility & Inclusiveness, Profit/Break-even/Loss
4. Revenue Generation
 - Hosting Events, Entrance Fees, Facility Rental, Parking, Concessions, etc.



Results

Table of Contents of the Final Report

Executive Summary

1. Process and Methodology
2. Historical Studies and Auditing
3. Programming and Prioritizing
4. Interactive Planning Workshop(s)
5. Development Scenario(s)
6. Business Plan Modeling & Economic Viability
7. Conclusion and Recommendations

Appendices

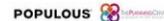
- A. Meeting Reporting Log
- B. Stakeholder Interview Log
- C. Supporting Documentation



Questions or Comments?



Where are we now?



Historical Analysis and Auditing

Plans and Initiatives studied so far

Regional	
▪ Amateur Sports Economic Impact Survey	2007
▪ Pima Regional Trials System Master Plan	2012
▪ Competition Facility Guide	2010
▪ Pima Fair Grounds Master Plan Study	2012
Tucson	
▪ Rillito Park Foundation Concept Study	2011
▪ Tucson 10 Year Strategic Plan	2006
▪ Tucson Arena Conceptual Design	2009
Marana	
▪ Parks and Recreation Master Plan	2010
Oro Valley	
▪ Naranja Town Site	2007
Sahuarita	
▪ Parks, Recreation, Trial, and Open Space Master Plan	2008
Various General Plans, Comprehensive Plans, Strategic Plans	varies



Historical Analysis and Auditing

Highlights of the Plans Relevant to this study

- Amateur Sports Economic Impact Survey - 2007
 - 40 amateur sporting event had a total economic impact of \$24 million/year (\$176 travel party member)
 - Average economic impact per event was \$600k
 - 77% rate likely to return
- Pima Regional Trials System Master Plan
 - 853 mi. of existing & proposed trails, 1,422 mi. of single track trail
 - Set goal of expansion and connection to urban areas, establishment of design guidelines
- Competition Facility Guide
 - Tucson is a convenient mid-sized city with family vacation opportunities related to sporting events.
 - List/maps of competition facilities.
- Rillito Park Reborn - Rillito Park Foundation Concept Study
 - Site specific concept plan – racing, 4,000-10,000 seat stadium, soccer, and mixed use
- Tucson 10 Year Strategic Plan
 - Critical need to add facilities to address current deficiencies and projected growth
 - Strategic Directions: Connectivity between facilities and OS, Protect Natural Resources, Accessibility, Signature Facilities, Maximize Resources, and Develop Lifetime Customers



Historical Analysis and Auditing

Highlights of the Plans Relevant to this study

- Tucson Arena Conceptual Design
 - Site specific concept – downtown 11,500 seat arena, and mixed use
- Marana - Parks and Recreation Master Plan
 - Meeting need for new facilities balanced finances and O&M costs
 - BOR and parks associated with master planned communities hopeful to meet much of 2020 demand
 - Establish parks and trails standards and program focus
- OV - Naranja Site Plan
 - Site specific concept plan – ball fields, courts, tennis, comm center, aquatic center, bmx, skate
- Sahuarita - Parks, Recreation, Trial, and Open Space Master Plan
 - Local community focused on both facilities and programs
 - Acquire land for open space and activities



Stakeholder Interviews

Key Messaging

- Tohono O'odham
- Pascua Yaqui
- Pima County NRPR
- Pima County Kino Stadium District
- City of Tucson
- Town of Oro Valley
- Town of Marana
- Town of Sahuarita
- City of South Tucson
- University of Arizona Athletics Department
- University of Arizona Campus Recreation
- Pima Community College
- Davis-Monthan AFB



Historical Analysis and Auditing

Identifying and Analyzing Known Conditions

- Existing Facilities
- Pending & Proposed Improvements
- Available Land

- TUSD School Closures
- Golf Course Closures
- Collaboration with Entities (Davis Monthan, Private Partners, etc...)



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Questions or Comments?



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Let's take a 10 minute break!



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Round Table Discussion

Sharing your plans, aspirations, goals . . .

- Pima County NRPR
- Pima Count Kino Stadium District
- City of Tucson
- Town of Oro Valley
- Town of Marana
- Town of Sahuarita
- City of South Tucson
- Tohono O'odham
- Pascua Yaqui
- University of Arizona Athletics Department
- University of Arizona Campus Recreation
- Pima Community College
- Davis-Monthan AFB



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What does all this mean to this study?



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The Way Forward

Next Steps

1. Review of the Data and Concepts collected at this Workshop
2. Homework Assignment!
 - Customized for each of you! . . . Due by February 5th.
3. Way-forward and Schedule
 - Early to Mid-April is Workshop #2



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<p>Thank you for attending . . . and we look forward to your continued participation . . .</p> 	

PIMA COUNTY SPORTS & TOURISM AUTHORITY WORKSHOP #1 – MEETING NOTES

Time: 1/24/13 8:00am-11:30am

Location: Herbert K Abrahams Public Health Center

Linda McNulty – introduction to PCSTA, background

Nannette Slusser – bond package background

Michael Halchak – presentation; welcomed questions throughout

Agenda for the day

Study Purpose: Foundation for future studies, Comprehensive Plan

Overall reach of this study

Process

Schedule

Nanette: Bond package maybe to vote in 2014; no selling until 2015-16.

Linda McNulty – statute – have to go to voters within 5 years which is 2014. Whether they want a permanent authority; if they will accept the taxes. Car rental, hotels, entertainment would be taxed.

Fred: are these bonds separate from the County ones? N: Yes- they may have capacity to do more than county. L: we need to build the excitement for it to pass

L: How baseball fits in: if we don't get a major league spring training team within 7 years, than ½ revenue stream falls away. Prelim \$300 M; reduced by ½ without baseball. So \$150M revenue stream is what we're planning on

Would that ½ need to be set aside up front? L: No; the total amount would be available

County bonding capacity to fund fields isn't tied to this? N: No. Two separate issues. How do we get your piece of the economy into this? How do we drive sales tax revenue?

MH: full range from amateur to professional

Eastern Pima County – what does that mean? Greater Tucson area; east of TO

Vince: explanation of facility challenges; lighted fields get beat up due to demand; revenue streams for facilities, restrictions on gate, parking fees

Confidentiality: this is a close ring; what is discussed here stays here. Should have a measure of trust amongst us. Good chance to test some ideas that might not be fully developed. Won't be discussed outside here until the group is ready for it to be rolled out.

Fred: O&M is critical; financial resources to build don't pay for the facilities into the future.

UA Athletics: have groups outsourced the management of facilities? Need to look into successful models throughout the country. Have to assure people that this won't be an ongoing drain on finances.

Sahuarita: Tucson is unique; Phoenix has a lot more leakage than here. Most economic development cities are left with elaborate structures that they can't use. MH – advantage of having a joint use multi-purpose facility in PC. Activities; balance of usage with cost. County may only need one of these. Where should it go?

Will fields tend to be built where there are support services?

Closed schools – could those become centers? Largely in residential areas; but is there a compatible use that increases the

Co Springs – World Arena. Hotels, restaurants, sports bars around it. Synergy.

Tendency to make these urban solutions. Size of County creates need to locate these wisely.

LMc: we don't want to be a Glendale. Should have county wide value, synergistic. Statue would be flexible from O&M standpoint. Can't think about new projects unless we deal with operations. Does the jurisdiction want to operate or have a management organization?

TJ – overview of interviews, what we've learned.

OV – recently won two long course championships for pool

Marana - CAP trail; YMCA; airplane races,

Sahuarita – joint use with SUSD; could host a number of events with area hotels; lake

UA Athletic Dept –

UA Campus Rec – 33 club sports, 10K participate; 1100 athletes; club sports – host tourneys can draw 2,000 visitors (hockey – 1500-3000).

PCC – pulling sports mostly back to west campus; need 4000 – 5000 seat stadium for football; more athletic fields; if 10000 seats, we could attract the state HS championships

Indoor arena and outdoor stadium. Track and field at another facility top improve audience experience

Synthetic turf – AZ stadium, bear down field going that way. Pros/cons – multi purpose use, takes more abuse. Big issue- would like synthetics to be in the mix.

Davis Monthan

LMc: can we elaborate on possible events/facilities like the opp to host the HS football championship? What would be our reach?

Should reach high - Olympic trials are not out of reach. National championships; Canada, Mexico

Collegiate sports; aquatic center (hosted FINA jr diving championship) UANA Panamerican aquatics jr championship coming here; international scale, Olympic trials – purely a function of the facilities available

Did not have a specific list of standard questions – interviews were conversational. Have asked people to provide additional information to supplement this.

10000 seat outdoor multipurpose arena – UA Campus Rec would love to have it to use; national club sports competitions are the kind of events they'd like to be able to host; rugby 5,000 person national championship;

Golf, rugby now Olympic sports – 28 sports; Rio will be first for these two.

Would like to address the current TCC arena. Does an indoor 10000 seat arena serve this need?

Probably a need for both an indoor and an outdoor facility. 14K prob too large, but a 5K is out dated and too small.

2,000 seat stadium at Kino complex. Is there the viability/real estate for that to grow? West side is key side for an outdoor stadium

A lot of events in McKale from concerts to sports. Outside the NCAA basketball tourney, it's hard to draw 10,000 . don't know what the utilization of that would be. Can you get enough volume.

Kino Stadium: FC Tucson would drool over a stadium. Going the excessive growing pains. Tucson's starting to be on the map. Not modifying a baseball stadium – priority to make it a multipurpose stadium. PDO Premiere Development League; want to move up to a USL. Phx just got a USL. Has momentum now

What would be FC Tucson's ideal capacity? 8-10K.

Any other sports that might use it?

HS Football; college (Pima)

Rugby, international football; without wearing out field

Denver has a beautiful soccer dedicated stadium; 12-15K seating

Ability to host other community events makes it a more viable option.

Rodeo – is there enough interest, capacity? Sells, Marana, Tucson. How does that work? Seems to be a natural for Tucson.

Tom Ellis – our problem (confidential) besides getting past the referendum, as a P&R guy, we can work this thing out but the challenge is involving the elected people. We're talking about practical and viable; jurisdictions can work together. Real critical difficulty is making sure everybody is on the same pg. what tours, rodeos are coming. How in the heck are we going to keep them maintained so we can land regional events? Marana is fortunate to have agreements with Pima County to develop a sports complex. Great site within 20 years, but a challenge to maintain it now at the level it needs to be to attract these events. Key is the coordination between jurisdictions.

Rodeo facility in marana is too small to be the regional facility. We could build one at the BOR site, but there's the same issue of rules. Careful how we manage the gate.

Is there ability to host other events in a rodeo arena? All equestrian events plus vehicle activities, concerts, etc.

What size arena now – about 30 acres. Has to accommodate parking, maneuvering in addition to facility. Could handle the NW local area only now.

Gerald – TO Nation has a rodeo fair coming up at the end of this month. Holds a pow wow too. Used to combine with the rodeo. Albuquerque powwow hosts 1000s of NA communities US and Mex. That type of event could bring in people from all over the world. PRCA and Indian Pro Rodeo. Hold that in Vegas too. Wonder if people would prefer the Indian event to be away from Vegas.

Team roping national championships – prize money really high, prestigious events. A lot in Scottsdale now. Needs a facility that has pens. Like a hotel for horses. Las Vegas does it. Large facility to accommodate horses and participants. More revenue to be generated. Farmers can sell alfalfa also that way. Vendors – National Finals, vendors from all over. Make a killing. Indian rodeos include native American cultural sales too. Cars, roping, monster trucks, tractor pulls, demo derbies as well.

Jane – rodeo committee facilitates what happens at the rodeo grounds now. Don't put a lot of money or capital improvements into the rodeo grounds. Museum is there. Managed by the rodeo committee.

LMc - is there availability to use it as a community equestrian facility? Tom – yes, that's the intent for Marana, along the river path for accessibility. Not really a revenue generator.

TO – family events. Calf dressing for women (putting undies on a horse). Everyone doesn't have to own a horse to participate or enjoy. Fun place to come to. Families will come from all over to see other family members participate. Shoe races, stick horse races. Fun day rodeo was a fund raiser for a park.

TO planner: East side of TO is allotments – Gerry can do that. West end of TO district is 50,000 acres; nation would have to work together. Any sports activity, the Nation would be willing to work with people to perhaps develop partnership. Relationships we want- people sitting across the table. Parks, soccer fields –

can make those things happen. 12% gaming revenues most go into the county or cities. Several projects the nation has funded – hospitals, education. Land - show us a benefit and we could provide it on a lease at a low price per acre.

Aquatics: UA, OV now. How to maximize that venue? There's land between the center and Oracle. We could use that for another Olympic pool; could address parking. Work with UA. Will feed UA with athletes. OV probably won't send many athletes to a velodrome, we would need more fields to feed kids into the biking, soccer, etc. sports. Only have one tennis court.

PPP relationship – El Conquistador has lots of courts. Could host a regional event.

Agreement with Amphi – pay for lights?

Each activity - is it already satisfied in this community?

Emerging sports – new things?

Lacrosse

Careful when you talk about synthetic turf. Takes maintenance, water; very hot in Tucson. It's not the end all answer. A lot of cons.

UA – sancet is the practice. Will stay natural grass. Stands provide shade. Field Turf won the bid; coaches and kids like it; similar to natural grass. Big issues with the heat; water cannons cool it off temporarily; cool turf- top layer has cork, potential 30 degree decrease. Capillary system won't be used bec it is untested. It may solve the heat issues. Safety – a lot of studies, none conclusive. Might be slightly higher injury rate, assuming the turf is in tip top condition. By November bear down field is trashed.

Getting practice off the playing fields is key. Not a destination stadium but a practice, warmup, conditioning area to support a larger Tucson region facility. Need a couple hundred kids to have practice area. 5-8 in evenings and Saturdays.

Reserve fields; no constant daily use.

Lake was a community amenity not a sports facility. Rules of engagement – what activities are off limits?

Archery range at Naranja – everyone loves it. Lots of passes sold. Are they all OV residents? Haven't seen numbers yet. 70 passes sold so far.

Jane – freeball, handball. Coming back, wanting 6-12 court complexes to host tournaments.

Economic Development? Thoughts?

Amanda – endurance events. 9th year with ½ marathon. MTCVB triathlon, duathlon. Nice roadways, El Conquistador; aquatics – 4 events lined up and facility isn't even open yet.

Curt – recreation tourism is a piece of the ED puzzle. What if one of the communities gets the funding or backers for a mega facility? What if we get a phone call like that?

PCSTA PRESENTATION JUNE 2012

<p style="text-align: center;">Sport Programs and Facilities Needs Assessment 2012</p> <p style="text-align: center;">Pima County Sports and Tourism Authority</p> <p style="text-align: center;">6 June 2012</p> <p>POPULOUS  </p>	<p style="text-align: right;">WHAT IS THE PROJECT</p> <p style="text-align: center;">PCSTA Mission:</p> <p style="text-align: center;"><i>The PCSTA improves the quality of life and increases economic opportunity in Pima County by fostering and supporting amateur and professional sports, and by coordinating with other municipalities, businesses and organizations to develop Pima County into an international sports tourism destination.</i></p> <p>POPULOUS  </p>
<p style="text-align: right;">GOALS OF THE PLAN</p> <ul style="list-style-type: none"> • Improves quality of life • Increases economic opportunity • Supports amateur and professional sports • Coordinates with businesses and organizations • Pima County as an International sports tourism destination <p>POPULOUS  </p>	<p style="text-align: right;">DURATION OF THE PROJECT</p> <ul style="list-style-type: none"> • All involved parties play a role in the progression • Let's discuss: What are the milestones? What is the critical path? • 6 Months +/- (June/July through November/December?) <p>POPULOUS  </p>
<p style="text-align: right;">THE RESULTS</p> <ul style="list-style-type: none"> • Documented Problem Solving and Planning Process • Programming <ul style="list-style-type: none"> • Sport Programs • Community & Business Initiatives • Bricks & Mortar: Audit & Use of Existing and Conceptualize Planned • Process will dictate IF we build • If so WHAT (existing and planned) • and If so, WHERE, HOW and WHEN <p>POPULOUS  </p>	<p style="text-align: right;">THE ROLE OF THE PLANNING TEAM</p> <ul style="list-style-type: none"> • Propose an established process . . . but one which is malleable and nimble • The keeper of the process . . . not the solutions • Objective approach: Neutral, Unbiased, Impartial, Nonaligned, and Without Preconceptions <p>POPULOUS  </p>

WHO IS THE PLANNING TEAM

- Leadership: The Board of the PCSTA
- Input Sources: The providers of Need (Who, What, In What priority, and When?)
- Assistance: external or additional resources needed along the way
- Stewardship: Populous + The Planning Center Partnership

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POP + TPC PARTNERSHIP

- Historical Data and Documentation Retrieval (TPC)
- Information Gathering and Programming (POP/TPC)
- Urban and Land Use Planning (TPC)
- Master Planning including Concept Transport Planning (POP)
- Sport Facilities Planning and Design (POP)
- Sports and Special Event Planning (POP)
- Agency Approval Processes (TPC)
- Public Forum Presentations and Workshops (POP/TPC)

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THE PLANNING TEAM

POPULOUS		THE PLANNING CENTER
Michael Halchak	Leadership	Mike Grassinger
Tim Larkin	Planning	Linda Morales
Stephen Randall	Concept Development	Timothy Johnson
POP Resources	Documentation/Support Team	TPC Resources
	External Resources as Required	

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SPORTS ARCHITECTURE STADIUMS AND ARENAS

- Wembley, Citi Field Mets, Yankees, University of Phoenix Stadiums...
- Pepsi Center, United Center, Amway Center, Spirit Center Arenas...



- University of Arizona Scholarship Suites & Hi Corbett Field Expansion for the Colorado Rockies...

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SPORTS MASTER PLANS

- ASU, University of Arkansas, California State University sport master plans and recreation centers



- Pro Football Hall of Fame... Long Range and Enshrinement Weekend Master Plan
- Qatar Sport Venue Master Plan... 20 year long range plan for the State of Qatar

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SPORTS & SPECIAL EVENT PLANNING

- 9 Olympic Games...
- 30 Super Bowls...
- 14 MLB All-Star Week...
- 2012 Democratic Convention



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URBAN PLANNING

- El Mirage Downtown Arts District
- Kayenta Town Center and Main Street
- Main Gate Square
- Downtown Nogales
- Tucson Modern Street Car Land Use & Development Implementation Plan
- Kino Campus



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LAND USE PLANNING/LANDSCAPE ARCHITECTURE

- University of Arizona Campus Agriculture Center
- Arizona Health Sciences Center Master Plan
- Sabino Springs
- Hi Corbett Field Redevelopment



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MASTER PLANS

- Corazon de los Tres Rios del Norte Recreation Master Plan
- La Paloma Master Plan
- Dove Mountain Master Plan
- Salt River Pima Maricopa Indian Community
- University of Arizona TechPark and BioPark Master Plans
- Over 40 additional master plan documents



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STEPS IN THE PROCESS

- 8 Planning Stages
- Public Forums
- Refinement of the Plan
- Public Approval

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STAGE 1 Goals & Brainstorming

- Document Goals: To provide PCSTA with tools to develop and prioritize a package of projects and enhancements (Enhancement Proposals) targeted to further the mission of the PCSTA
- Establish Enhancement Proposal Criteria, e.g.
 - Fosters and supports youth, amateur, professional sports
 - Create tourism & can be effectively marketed to promote Pima County as destination
 - Will promote regional economic opportunities and revitalization
 - Can be leveraged with businesses, municipalities and organizations
- Initial Brainstorming and Conceptual Programming
- Initial Outreach and Fact Finding
- Historical Research and Compilation of Past and Current Initiatives

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STAGE 2 Interviewing & Programming

- Interview Sessions with Relevant Entities
- Detailed Programming: What do we have? What do we need?
- Preparation of Base Context Maps & Initial Planning Diagrams and Sketches
- Broad Overview of Potential Scenarios

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<p style="text-align: right;">STAGE 3 Preparation & Direction</p> <ul style="list-style-type: none"> • Preparation for Workshops • Interactive Planning Workshops • PCSTA Define the Clear Direction Forward <p>POPULOUS  </p>	<p style="text-align: right;">STAGE 4 Planning & Development</p> <ul style="list-style-type: none"> • Concept Planning and Master Plan Development <ul style="list-style-type: none"> • Where are the gaps? What would be required to satisfy goals and objectives? • Completing Interviews • Finalizing the Programming & Preliminary Enhancement Proposals • Ongoing Reviews with the Board <p>POPULOUS  </p>
<p style="text-align: right;">STAGE 5 Analyze & Prioritize</p> <ul style="list-style-type: none"> • Economic Impact Analysis (PCSTA) • Prioritization (PCSTA) <p>POPULOUS  </p>	<p style="text-align: right;">STAGE 6 Refine & Review</p> <ul style="list-style-type: none"> • Refinement of Unified Plan of Enhancement Proposals • Final Planning Reviews with the Board <p>POPULOUS  </p>
<p style="text-align: right;">STAGE 7 Consensus & Approval</p> <ul style="list-style-type: none"> • Internal Presentations to the Board / Identification of Documentation • Consensus and Approval of the Final Concept <p>POPULOUS  </p>	<p style="text-align: right;">STAGE 8 Document & Deliver</p> <ul style="list-style-type: none"> • Preparation of Draft Concept Master Plan • Delivery of Draft Master Plan for use in Public Forums <p>POPULOUS  </p>

<p style="text-align: center;">PUBLIC FORUM PRESENTATIONS</p> <ul style="list-style-type: none"> • What, When, and How • Finalize Concept Master Plan <p style="text-align: center;">End of Services and Scope as Defined in the Current POP + TPC Proposal</p> <p>Additional Services:</p> <ul style="list-style-type: none"> • Amendments to the Plan: as a result of public forums <p>POPULOUS  </p>	<p style="text-align: center;">PROFESSIONAL FEES</p> <ul style="list-style-type: none"> • \$150,000 - \$250,000 <p><i>Typical range for a study of this type of endeavor</i></p> <ul style="list-style-type: none"> • \$146,460.00 <p><i>Professional fees based on the scope and planning stages currently identified, including staffing and expenses</i></p> <ul style="list-style-type: none"> • \$49,000.00 <p><i>Discounted fee, 33% of actual</i></p> <ul style="list-style-type: none"> • Three payments: <ul style="list-style-type: none"> End of Stage 3: \$16,000.00 End of Stage 6: \$16,000.00 End of Stage 8: \$17,000.00 <p>POPULOUS  </p>
<p style="text-align: center;">OPEN DISCUSSION & NEXT STEPS</p> <ol style="list-style-type: none"> 1. Approval of Process and Scope of Services 2. Execution of the Consulting contract 3. Establishment of the Project Schedule <p style="text-align: center;">THANK YOU.</p> <p>POPULOUS  </p>	

EVENT ORGANIZERS SUMMIT, 5/1/13

Pima County Sports Facilities Assessment 2012



Schedule for This Evening

Presentation of the PCSFA 2012 . . .	40 minutes
Break	10 minutes
Information Sharing and Brainstorming . . .	60 minutes
Wrap-Up & Your Homework Assignments! . . .	10 minutes
Conclude Workshop by 8:00	
Socialize . . . we have the room for the evening. . .	



POPULOUS Global Architecture Practice (formerly HOK Sport)

Auckland Brisbane Denver Hong Kong Kansas City Knoxville London Melbourne New Delhi Norman Singapore Taipei




Three Areas of Practice

Sports Architecture



**Urban Planning
Sports Master Plans**



**Venue Design
Event Operations**





London 2012

Summer Olympic Games

Olympic Games Bid

Seminars and Workshops

- Games Operations
- Venue Design Seminars
- International Sport Federation Criteria

Expert Advisors

- Permanent Construction
- Temporary & Overlay Construction

Architecture and Planning

- Olympic Park Master Plan
- Olympic Stadium
- Wembley Stadium
- Wimbledon Center Court Roof
- Copper Box Multi-Purpose Arena




Background

Michael Halchak

University of Arizona 1977-1985

- College of Fine Arts
- School of Architecture

Professional Career 1985-1996

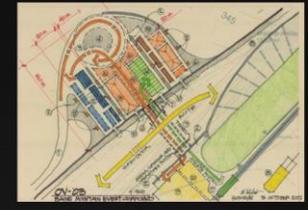
- Scholarship Suites Arizona Stadium
- Hi Corbett Field Renovation
- FIFA World Cup Soccer USA 1994

Private Practice 1996-2007

- 9 Olympic Games Expert advisor to the International Olympic Committee
- Dalai Lama Visits Sun Valley Chicago Olympic Games Bid 1998 Goodwill Games

Populous 2007-Present

- 30 NFL Super Bowls 4 NCAA Men's Final Four 2 Democratic National Conventions
- World University Games London Olympic Stadium Qatar Sport Venue Master Plan Doha Olympic Games Bid
- University of Phoenix Stadium Wembley Stadium Wimbledon Center Court Roof Amway Center Arena




The Planning Center

- Corazon de los Tres Rios del Norte Recreation Master Plan
- La Paloma Master Plan
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The Planning Center

- El Mirage Downtown Arts District
- Kayenta Town Center and Main Street
- Main Gate Square
- Downtown Nogales
- Tucson Modern Street Car Land Use & Development Implementation Plan
- Kino Health Center Campus










The Planning Center

- University of Arizona Campus Agriculture Center
- Arizona Health Sciences Center Master Plan
- Sabino Springs
- Hi Corbett Field Redevelopment









Project Background

- Pima County Sports & Tourism Authority
 - Promoting Economic Development
 - Referendum
- Pima County
 - County Wide Initiatives
 - Facilities Assessment
 - Bond Election(s)

Pima County Sports Facilities Assessment 2012






The Planning Process






Study Purpose and Mission

1. Lay the foundation for a Comprehensive Plan for the Development of Sport & Recreation Facilities and Hosting Sports Events
2. Assess the Economic Viability of a wide range of Activities based on two measures:
 - ✓ Citizens of Pima County
 - ✓ Regional, National, and International Tourism
3. Aggregate the Results into a Report which will provide data to present in the Public Realm






Levels of Participation

Range of Activities

1. Professional *
2. Amateur, Organized Clubs, and Collegiate
3. Youth and Fitness
4. Recreation and Leisure

** Economic Driver which could serve a significant number of activities at other levels of participation.*

Criteria

Sport and Event Specific Standards & Measures

1. Indoor vs. Outdoor Activities
2. Multi-purpose or Specialized Field of Play
3. Day-to-day Uses
4. Event or Special Event Uses
 - ✓ Status: Olympic and Paralympic Games, Emerging Sport
 - ✓ Field of Play Requirements
 - ✓ Seating Capability and Spectator Services
 - ✓ Transport Systems and Other Infrastructure

Proposed Individual Response

Assess, and then Provide a Scenario for an Individual Activity or set of Sub-Activities:

1. Recommend no action at this time
2. Identify an Existing Facility or Site
3. Identify an Existing Facility with modifications
4. Identify or Modify a Planned Facility
5. Propose a New Facility or Site

Integrated Development Scenario

Assess the totality of the individual activities and attempt to define an Aggregated Response while contemplating:

1. Shared/Clustered vs. Stand-alone Facilities
2. Transport & Seating Capability and other Infrastructure
3. Mixed Use Integration
4. Prioritization and Sequencing
5. Operations and Maintenance

Business Models & Economic Viability

The Foundation to Building a Sustainable Plan

1. Ownership
 - ✓ Public, Private, or P.P.P.
2. Costs
 - ✓ Land Acquisition
 - ✓ Capital Improvements
 - ✓ and Operations & Management
3. Business Model
 - ✓ Management Model
 - ✓ Accessibility & Inclusiveness
 - ✓ Profit Generator vs. Break-even vs. Loss Leader
4. Revenue Generation
 - ✓ Tenants, Hosting Events, Entrance Fees, Facility Rental, Parking, Concessions, etc.

Results

Table of Contents of the Final Report

Executive Summary

1. Process and Methodology
2. Historical Studies
3. Facilities Auditing
4. Programming
5. Individual
6. Development Scenario(s)
7. Business Plan Modeling & Economic Viability
8. Conclusion and Recommendations

Appendices

- A. Meeting Reporting Log
- B. Stakeholder Interview Log
- C. Supporting Documentation

Where are we now?

Historical Analysis

Plans and Initiatives studied so far . . .

Regional	
▪ Amateur Sports Economic Impact Survey	2007
▪ Pima Regional Trials System Master Plan	2012
▪ Competition Facility Guide	2010
▪ Pima Fair Grounds Master Plan Study	2012
Tucson	
▪ Rillito Park Foundation Concept Study	2011
▪ Tucson 10 Year Strategic Plan	2006
▪ Tucson Arena Conceptual Design	2009
Marana	
▪ Parks and Recreation Master Plan	2010
Oro Valley	
▪ Naranja Town Site	2007
Sahuarita	
▪ Parks, Recreation, Trial, and Open Space Master Plan	2008
Various General Plans, Comprehensive Plans, Strategic Plans	Varies

Historical Analysis

Highlights of the Plans Relevant to this study

- Amateur Sports Economic Impact Survey -2007
 - 40 amateur sporting event had a total economic impact of \$24 million/year (\$176 travel party member)
 - Average economic impact per event was \$600k
 - 77% rate likely to return
- Pima Regional Trials System Master Plan
 - 853 mi. of existing & proposed trails, 1,422 mi. of single track trail
 - Set goal of expansion and connection to urban areas, establishment of design guidelines
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 - List/maps of competition facilities.
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- Tucson Arena Conceptual Design
 - Site specific concept – downtown 11,500 seat arena, and mixed use
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- Sahuarita - Parks, Recreation, Trial, and Open Space Master Plan
 - Local community focused on both facilities and programs
 - Acquire land for open space and activities

Existing Facilities Analysis

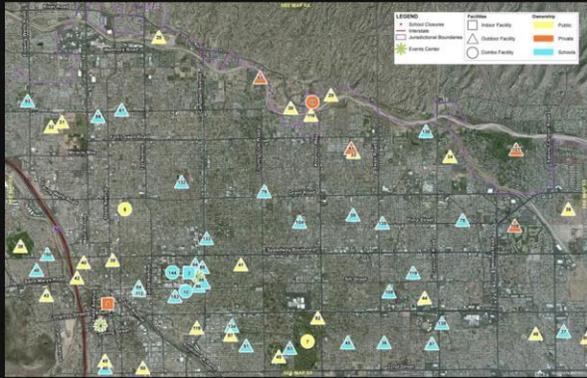
Identifying and Analyzing Known Conditions

- Existing Sports and Public Gathering Facilities
- Pending & Proposed Improvements
- Owned and Available Land
- Proposed TUSD School Closures
- Proposed Golf Course Closures
- Potential Collaboration with Entities
 - ✓ (Private Partners, Potential Tenants, Davis Monthan AFB, University of Arizona, Pima Community College, YMCA, etc...)

Existing Facilities Analysis



Existing Facilities Analysis



Existing Facilities Analysis

Facility	Facility Name	Capacity	Ownership	Performance of Play										Notes				
				1	2	3	4	5	6	7	8	9	10					
1	Community Center	100	Public															

Stakeholder Interviews

- Pima County Development Division
- Pima County Sports and Tourism Authority
- Tohono O'odham
- Pascua Yaqui
- Pima County NRPR
- Pima County Kino Stadium District
- City of Tucson
- Town of Oro Valley
- Town of Marana
- Town of Sahuarita
- City of South Tucson
- University of Arizona Athletics Department
- University of Arizona Campus Recreation
- Pima Community College
- Davis-Monthan AFB
- Various Publicly Owned Facility Operators and Tenants
- Local Sport and Event Organizers

What does all this mean to you?

Here is how you can contribute!

(Your Homework Assignments)

1. Provide **Feedback** on the mission & progress of the study.
2. Examples of **Communities** to be used as a model.
3. **Ratios of Facilities** to population base or other measures.
4. Examples of successful **Business or Partnership Models**.
5. Examples of **Model Facilities** or sites for your sport.
6. Add to the aspirational **Event List**.
7. Suggestions on how to use **Decommissioned Properties**.
8. Enumerate what are the current **Obstacles** to your mission.
9. What is your **Participant Base**: demographics & numbers?

The Way Forward

Next Steps . . .

1. We will Document & Review of the Data & Concepts collected at this Workshop
2. We will Report Back to Pima County & PCSTA
3. Let's Keep Talking . . .
4. Your Homework Assignments! . . .
 - ✓ Due by May 17th.

<p>Let's take a 10 minute break! . . .then . . .</p> <p>Your Questions, Observations, Comments & Open Discussion</p> 	

EVENT ORGANIZER SUMMIT – MEETING NOTES

Time: 05/01/13 5:30 PM - 8:30 PM

Location: Social House at Sam Hughes

U of A Track Coach - Arkansas, Tyson Arena

- Indoor car shows + rodeos
- Randolph
- Hi Corbett (anchor tenant)
- Tennis
- Example to be used as model
- Club/collegiate/semi-pro/pro levels
- Seating capacity
- Bookends: Elite → Everyday

Vince Trinidad - Funding

- Pima County
- Bonds
- Pima Sports Authority
- Voters

Examples -

- Indianapolis, Indiana
- Omaha, Nebraska
- Hutchinson, Kansas (Junior college tournaments)

High Performance Centers -

- Synchronized swimming needs
- Costs are impeding development/success

Participants -

- Long distance running
- Softball
- Tennis
- Basketball
- Cycling
- Soccer
- Swimming

- Diving
- Baseball
- Golf

Marana -

- Rodeo
- Caters to professional, amateur, youth
- Need a world class facility, near the freeway
- Participants utilize restaurants, fully equipped
- Outdoor + indoor; covered arena
- Multi-purpose
- Similar Examples
- Texas facilities have concert abilities
- BMX course - TCC (summer) - bring in dirt

Jim Tiggs (Softball and baseball) -

- Collective groups of people will determine the referendum
- Email listservs (potential voters)
- Membership - mobility
- 9,900 rooms in one month - economic drive
- Participants are all from out of state
- Lincoln Park
- Kino Sports Complex
- Collegiate softball and baseball
- Implementation + Voters
- Need email with information regarding referendum and taxes
- Need the right language to convince the voters
- 19/27 libraries closed on Sunday - Seniors need a reason to vote
- Give them a piece of the cake!

Richard, Perimeter cycling -

- Bond funding - stick together (event organizers) - benefit all sports
- 25% minimum of funding goes to amateur without professional baseball returning

Vince Trinidad –

- Referendum – compromises made
- AZ Sports and Tourism Authority
- Language most likely will not be changed due to bureaucracy
- Bring to the voters a comprehensive plan with recommendations

Tim -

- Why would people vote against this referendum?
- Tourism taxed heavily
- Local tax

Curt -

- Where is \$/taxes from rental cars, tourism going?
- Visit Tucson
- Bid fees
- City of Tucson 45% --> 28% go to Visit Tucson
- \$2 per person per night go the the General Fund
- List of places to apply for grants
- Oro Valley pays for the police

Brian -

- Where did the 45% --> 28% go?
- Good question...

Richard -

- \$ goes to the city deficit (\$15 million)

Jim -

- Rio Nuevo and downtown = source of marketing
- Does that make this project more difficult to implement?
- Get seniors to do things - they vote, but don't want to spend \$!!!
- Game plan to reach seniors
- Populate masters or senior divisions in sports

FC Tucson -

- Dispute negative comments
- Quality of life here is amazing
- Tucson is a wonderful place
- Wonderful weather, green grass
- Project indicator of quality of life to proponents and opponents
- \$ = competition side!

Tim -

- Is any of the \$ set aside for programs?
- ONM - a portion can be garnished for those sorts of things

Curt

- Investing lots of \$ to elevate a rec field to meet their needs

Richard -

- The project is important
- Organize together amongst different sports
- Tucson's treasure is the community + weather
- Cycling
- Mile Post Zero
- Udall Park facility - cycling centric
- Tourism, rentals

Examples -

- Partner sites
- I-10 corridor
- Rillito Downs property
- Outdoor pitches (18, 22, 32)
- Decommissioned golf courses
- Randolph North + tennis center
- Accessibility

Cross-country

Golf courses

Retrofit with trails and allow for mixed sport uses

Tim -

- Mt Lemmon - marathon
- Saguaro run

Richard -

- Triathlons, marathons, cycling
- No place to put the participants or spectators
- Streetcar tracks...
- Parades (start/finish)

Brian -

- Body of water with sporting throws surrounding/MP
CAP water, dam the Santa Cruz
- Excavation pits for bodies of water (Marana)
- Suitable body of water - huge triathlon population that leave town May 1
- Winter homes - SD, Boulder, etc
- Using parking facilities as platforms for sports (no medians)
- 10 feet deep for bodies of water
- Quality of water is more important than volume

Orange Grove pit

El Corazon del Norte

Active rec/MP

Synergy around bodies of water in arid regions

Marana

- Gravel pit Continental Ranch - rubber dam
- Mark Meyers

Advocacy group...

Richard -

- FEATS Association

PCSFA WORKSHOP #2 MEETING 5/23/13

Pima County Sports Facilities Assessment 2012

Stakeholder Workshop #2



Schedule for This Morning

Presentation . . . <small>Integrated with your Observations & Questions</small>	60-75 min.
Break	10 min.
Scenario Components. . . <small>Integrated with Brainstorming</small>	60-75 min.
Break	10min
Wrap-Up . . . <small>And the Way Forward . . .</small>	20 min.
Conclude Workshop by noon	



Study Purpose and Mission

1. Lay the foundation for a **Comprehensive Plan** for the Development of Sport & Recreation Facilities and Hosting Sports Events
2. Assess the **Economic Viability** of a wide range of Activities based on two measures:
 - ✓ Citizens of Pima County
 - ✓ Regional, National, and International Tourism
3. **Aggregate the Results** into a Report which will provide data to present in the **Public Realm**



Goals for Today

1. Provide **Update on Overall Process** to date.
2. Provide information on and discuss **User Group Feedback**.
3. Provide information on and discuss **Facility Inventory**.
4. Brainstorm and feedback on **Scenario Components**.



Timeline

Phase	Start Date	End Date
Phase 1	10/4/2012	2/8/2013
Stage 1. Brainstorming and Research		
Stage 2. Interviewing and Programming		
Stage 3. Workshops and Direction		
Economic Viability and Business Planning		
Phase 2	2/11/2013	4/26/2013
Stage 4. Planning and Development		
Stage 5. Analysis and Priorities		
Stage 6. Refine and Review		
Economic Viability and Business Planning		
Phase 3	4/29/2013	6/28/2013
Stage 7. Consensus and Approval		
Stage 8. Document and Deliver		
Economic Viability and Business Planning		
Phase 4	7/1/2013	12/31/2013
Public Forums		
Refinements to the "PCSFA 2012"		
Economic Viability and Business Planning		
Phase 5	1/1/2014	2/28/2014
Packaging for Public Consumption and Marketing		
Public Campaigning and Business Marketing	3/1/2014	8/30/2014
Pima County Bond Election Planning		
Development Projects List with Cost Modeling	11/7/2013	1/7/2014
Public Input	2/7/2014	2/7/2014
Recommendations to Board of Supervisors	3/1/2014	3/1/2014
Bond Package consideration and calling Bond Election	4/7/2014	6/7/2014
Bond Implementation Plan Ordinance	7/1/2014	9/1/2014
Early Voting Begins	10/1/2014	
Election Day	11/4/2014	11/4/2014



Where We Are Now...

- Met with PCSTA Board Members
 - 5 groups and individual meetings
- Met with User Groups (Event Organizer Summit)
 - 24 attendees / 14 sports and individual meetings
- Ongoing Stewardship Group meetings
- Ongoing PCSTA Board updates
- Sports Facility Inventory and Analysis



Historical Analysis

Highlights of the Plans Relevant to this study

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 - Local community focused on both facilities and programs
 - Acquire land for open space and activities



PCSTA Board

- Five interview sessions representing 5 groups/organizations
 - Group A – Hospitality (Rental Car, Hotels, Resorts, Restaurants)
 - Group B - Economic Development
 - Group C – Youth and Amateur Sports
 - Group D – Professional Baseball
 - Individual – Endurance Sports



PCSTA Board

Interviews

- Highlights of what we heard ...



Event Organizers

Summit 5/1/13

- 24 attendees representing 14 sports and 18 organizations

▪ Rodeo	▪ Track & Field
▪ Cycling	▪ Synchronized Swimming
▪ Triathlon	▪ Diving
▪ Road Running	▪ Baseball
▪ Badminton	▪ Softball
▪ Soccer (amateur & youth)	▪ Basketball
▪ Tennis	▪ Golf



Event Organizers

Summit Feedback

- Most have been wanting to contribute to something like this for a long time.
- The constituency of represented organizations can greatly affect future bonds/referendums.
- His group can be a wealth of knowledge for sporting and facility needs in the region... just ask.
- Proper implementation (language, facilities, outreach, etc.) of campaign will be critical to support referendum.



Event Organizers

Survey Feedback

- Public + Private Partnership are optimal
- Numerous successful examples provided (community & facility)
- Quality and quantity of lighted daily training fields a major issue
- Integration across sport communities and across youth, amateur and professional key to broad consensus



Communities

Indianapolis

- Population: 1,750,000
- Median Household Income: \$42,704
- Major Sports Facilities:

- Lucas Oil Stadium (67,000)
- IUPUI Natatorium (4,700)
- Bankers Life FieldHouse (12,300-19,000)

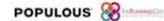


Omaha

- Population: 889,000
- Median Household Income: \$46,978
- Major Sports Facilities:



- Metro Entertainment & Convention Authority
- CenturyLink Center (18,300)
- TD Ameritrade Park (24,000)
- Omaha Civic Auditorium (Arena-9,300, Halls-2,300+1,500)



Communities

Portland

- Population: 2,289,000
- Median Household Income: \$50,177
- Major Sports Facilities:

- Jen Weld Field (22,000) (13,000 previously as baseball)
- Veteran's Memorial Coliseum (12,000)
- Rose Garden Arena (20,600)



Boulder

- Population: 294,567
- Median Household Income: \$54,051
- Major Sports Facilities:

- 45,000 acres of open space
- 300 miles of trails



Communities

Tucson

- Population: 989,569
- Median Household Income: \$35,565
- Major Sports Facilities:

- UA Stadium (51,800)
- McKale Center (14,500)
- TCC Arena (9,200)
- Kino Stadium (11,500)
- Hi-Corbett Stadium (9,500)
- The Loop (110 miles)
- 50 meter pools (5)
- Kino Soccer Stadium (2,200)



Existing Facilities Analysis

Identifying and Analyzing Known Conditions

- Existing Sports and Public Gathering Facilities
- Pending & Proposed Improvements
- Owned and Available Land
- Proposed TUSD School Closures
- Proposed Golf Course Closures
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Existing Facilities Analysis



Let's take a 10 minute break! . . .

Scenario Building...

Scenario Building

1. Sport by Sport
 - ✓ Existing conditions
 - ✓ Multi-Purpose Outdoor Fields
 - ✓ Competition Fields
 - ✓ Body of Water
 - ✓ Multi-Purpose Rectangular Field Stadium
 - ✓ Multi-Purpose Indoor Space(s)
2. Comprehensive Plan
 - ✓ Existing Conditions
 - ✓ Geographic Distribution
 - ✓ User Access
 - ✓ Transport Modes Access
 - ✓ Complimentary Facilities



Here is how you can contribute!...

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6. Add to the aspirational **Event** List.
7. Suggestions on how to use **Decommissioned** Properties.
8. Enumerate what are the current **Obstacles** to your mission.
9. What is your **Participant** Base: demographics & numbers?
10. What will it take to gain a **Broad Range of Consensus**?

<p>The Way Forward</p> <p>Next Steps . . .</p> <ul style="list-style-type: none">✓ We will Document & Review of the Data & Ideas collected at this Workshop.✓ We will Report Back to Pima County & PCSTA.✓ We will finalize the report. <p>   </p>	

PIMA COUNTY SPORTS & TOURISM AUTHORITY WORKSHOP #2 – MEETING NOTES

Time: 05/23/13 8:30 AM – 12:30 PM

Location: Pima County NRPR Offices

Financing behind example communities
Geographic size of metropolitan communities

56,000 seats at UA Stadium

131 miles of loop - completion; currently, 110

Restrictive uses; ex: U of A - not used regularly for community events, usually reserved only for UA sports; limited basis because of frequency of UA sports

- Turf + surfaces (laying down and storage)
- Stadium + McKale will definitely be limited due to use by teams, band, etc

Youth football struggled to compete with normal daily usage v. ability to rent out facilities for sports tournaments

Support facilities are needed for youth-national tournaments

- Multiple fields + QUALITY
- Lots of HS fields, but lots are in terrible condition
- Management, accessibility

Flexibility within referendum for operations and management

Anchor tenant sports with flexible accessory sports

Work with year-round users to adjust for economic impact groups like minor league baseball; determining how to please large economic impact sports while providing usage to local users

- Let the public know of additional facilities and/or alternatives

Benchmarking other communities

- What communities are doing what for financing and o + m
- What makes it successful
- Catch 22 - Build great complexes, but fail to secure funds for o + m
- Site placement of sports facilities
- Kino Stadium - political in site location; wonderful facility, wrong place
- Green Valley Performing Arts Facility - great facility, poor site
- How do communities select their sites
- Support amenities, food, hotels, rental
- Look at the most productive fruit for site placement - elected officials

Quality facilities is more important than the # of facilities

- Albuquerque, NM - Indianapolis was successful because they focused their attention on the local level with national being the support/auxiliary

- Develop a set of regional standards for sports facilities (1 = championship facility, 5 = practice fields) = aid with o + m

Sahaurita - Wants the same stuff as Tucson

- Fields are being overused
- Need more fields
- Quantity + surfaces (differences in play and practice)
- School district has 18 fields, but not maintained (unless HS)

Communities

- Albuquerque, NM

- Phoenix, AZ
- Las Vegas, NV

O + M needs to be included in report and justified; otherwise demand for capital money will override o + m funds; can't assume that will be covered by the bond of referendum

How are we going to address the base problem with lack of quality facilities (fields + lights) for youth/amateur sports

Rodeo grounds is a good facility that is frequently underrepresented

- Parking lot sits idle; alternative use for parking/soccer
- Tractor pulls allow for BMX and rodeo
- Dirt gets contaminated during moving

Udall has the wrong symbol on the map - should be circle for combo

- Difference between softball and baseball fields
- Udall - concert amphitheater needs to be included
- Standards for facilities - height of gymnasiums

Forward surveymonkey questions to stakeholders

Utilize our weather as a natural attractor and amenity (magnet)

Economics - outdoor v. indoor

- \$ upfront for outdoor/indoor
- Tucson = region of disappointment
- Figure out what is going to be the anchor for the region (Mexico, Phx) and sneak up on the other sports
- Locals don't want to see a building with nothing in it
- Take what we got, already here, and build it up to something successful
- Where are we realistically going to be if we add facilities - compared to San Diego, Phx, Las Vegas, etc
- Look at governing bodies and organizations to determine how realistic building the facilities will help implement economic development and sports teams

Communities want to host everything

- Focus on what sports you can host well, consistently

- 1-5 sports really well
- Trap & skeet, and diving are what Tucson is known for internationally
- Once you're out of the mix, you're out!
- Sports that work well regionally and naturally
- Mix of events, local, regional, national; actively bid on

Build it for our constituents

- To sell the bond, what's in it for me
- Keep locals in mind
- Indoor track and velodrome don't reach the broad base
- Club sports like volleyball and basketball need to be hosted in Tucson, not Phx!
- Phx has multiple warehouses that hosts daily/weekly sporting events for youth and amateur sports/tournaments

Track business, keep business and become an economic driver

- Good airport, accessibility
- Children = economic attractors, quality of life
- Don't put all our eggs in one basket for adults/professionals
- Lots of \$ leaving the area in youth sports
- Why would someone want to relocate a business to Tucson - quality of life
- Economic context for facilities as economic drivers to help grow Tucson as a community
- Priority should be youth sports; every weekend \$ is exported out of Tucson
- Austin, Boulder, Albuquerque all focused on family and youth sports

Dream about Tucson

- Keep \$ in Tucson, build for constituents
- Lots of fields, close together, and jurisdictions working together, not competing
- We are all doing the same things; everyone (counties) need to get together to aggregate services to attract macro-economics and micro-economics
- Shoeboxes are good and needed because summer weather
- Volleyball, basketball
- One facility is the mega-hub, with auxiliary/supplemental sites
- One area for competitions/champion outdoor facility/site
- Combination of 1 anchor facility, while distributing sports facilities throughout the valley
- Issue with fields is overuse, not enough
- We don't have the luxury of dedicating tournament-only fields
- Our summers are not bad if you can play night games under lights
- Need for quality - lights
- Udall went through a specific plan/master plan against a velodrome, for contiguous fields
- Udall is a hub for cyclists and Mt Lemmon; Tour de Tucson

What is a velodrome - education

Relationship between cycling and youth - more of an adult specific sport

Triathlons and training is growing!

- Low o + m

- Sahuarita Lake was never built to be a sports facility; surrounded by residential with no parking
- 200 acre facility - Sahuarita Master Plan; ability to be soccer, football, whatever
- There are not enough facilities for practice and tournament play
- Get the schools involved; middle schools and elementary schools
- Sahuarita has been involved with user groups; groups have come together to make decisions for themselves; educating the users about usage, o + m
- There needs to be an association amongst
- TO has 2.8 million acres for development
- Maybe TO needs lakes
- Hotel or place to stay for cyclists and locals on the reservation Kitt Peak; get people to stay around
- Have more Tour de Tucson
- TO built 5 rec centers in 11 districts on the reservation
- There are 6 districts on the reservation that NEED facilities
- Buildings that are mobile/collapsible
- Provide information from inventory to the nation
- Inflatable domes like the gem show

Youth

200+ acre site for fields

Indoor facility - warehouse for multiple sports

School site agreements/improvements

Youth Tour de Tucson

Gateway to cycling is through endurance sports

Bikes are expensive! Hard to get youth involved due to equipment.

Sports are uniquely different.

Tucson would have a regional training center from USAT if there was a body of water

Olympic Training Center - getting ahold of folks in Colorado Springs and identify where gaps are located for both youth and adult sports - Olympic training opportunities

Kate Anderson - Sahuarita - Running the triathlons

Ancillary services that are used for visitor and family at these sport facilities - support services

200 acre site

Soccer, softball, baseball, lacrosse

Multiple 200 acre sites - sport specific with support facilities

I-10 corridor for placement - people from Phx

Southeast Community Park - Houghton Rd and Mary Ann Way (Empire HS)

- Pima co just bought land around this area
- Vail has the opportunity for a huge facility
- Build facilities before the housing/land set aside
- Communities usually take dilapidated areas and use them as sites for economic development
- Marana has an available site, it's not yet ready to be developed
- Realistic time frame for development and facility site placement
- Bond package needs to find sites in each district to please everyone
- Bang for buck is the big facility - limited sites; small parks are expensive for o + m

Metal, big box warehouses with air conditioning

- During the week is practice
- Weekends are for competition
- Peoria has ice + 8 volleyball courts
- Location: Parking and logistics for commingling of sports or keep separated
- Indoor facilities could be utilized during outdoor competitions
- Park 4 teams on each field

If people can't park or go to the bathroom, they won't return

- St George, Utah - marathon

What is the big anchor that brings and retains people to Tucson

- Spring training facility that Rockies and Diamondbacks share, convert soccer fields to parking lots during spring training

What brings people to Tucson and extends the sports season

- Mr Ropes and pickleball
- Pickleball is growing; needs volunteers

Team sports travel in higher numbers than individual sports; female sports travel more than males

We are known internationally for diving, but doesn't bring that many people, but they still come - find the balance

Cheerleading is big, but only a 1 or 2 day event

- Bowling = mega event (60,000 bowlers over 6 months); these events need 1-5 million dollars upfront, but can deliver up to 70 million - Vince

Take advantage of seniors

- Becoming more involved, quality of life, Green Valley
- Tennis --> pickleball
- Cycling
- Trails are an enhancement for outdoor activity - supplemental to other sports
- Rio Nuevo - possible site - Alberta Moore

We need to do more planning - big picture - both public and private

Talk to school districts

Albuquerque - joint-use agreements with schools

- Schools have space, and we will do the o + m
- Schools get use during the week, we get use during the weekends
- Win-win for everyone; improve facilities and introduce new source of revenue

Willingness to open up facilities for greater development

School closures are elementary schools around 10-12 acres including everything

Some schools are being closed, but honoring commitment to keep o + m for the time being