

Town of Marana
**STRATEGIC
PLAN II**



Adopted March 2012

INTRODUCTION

The Marana Strategic Plan sets a course for action to be taken by elected leaders and professional staff to address community needs and position Marana for future opportunities. The Strategic Plan is not a rigid document but a flexible tool to guide and promote forward thinking. The achievements resulting from the Strategic Plan will be enjoyed by current residents and future generations. Working together, Marana can ensure that the community is an even greater place to live, work and play.

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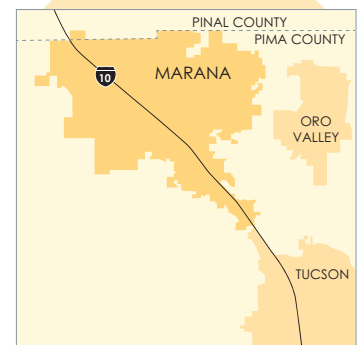
MARANA TODAY

Marana is a community "committed to the future... inspired by our past." Citizens and businesses have chosen Marana because of its quality of life, rich heritage, visionary leadership, small-town character, and abundant opportunities. The attributes that make Marana a great place to live and raise a family also make Marana a great place to do business.

Location: Marana is a 126 square mile town strategically located between Phoenix and Tucson in the sun corridor. Marana has 17 miles of both Interstate highway and railroad mainline, providing tremendous opportunities to attract business and industry. Marana is in the beautiful Sonoran Desert with wide open spaces and abundant wildlife.

Quality of Life: As one of Arizona's fastest growing communities, the diverse opportunities for housing, recreation, and employment make Marana a choice destination for residents, tourists, businesses and industry. People have lived in this area for more than 4,000 years, leaving behind a rich legacy of history and heritage. Today the people of Marana carry on this legacy by balancing responsible natural resource conservation with robust economic development.

Marana is focused on ensuring that the community has adequate water, sewer, transportation and public safety infrastructure to meet the demands of a growing community. Marana demonstrates self-determination and innovative leadership which serves the community well.



VISION FOR THE FUTURE

Marana's Strategic Plan outlines the vision for the future and identifies five focus areas with goals to achieve that vision. The focus areas, with their corresponding goals, identify where resources (time, money and human capital) should be directed to achieve Marana's vision.

Vision: Marana is the centerpiece of the Sonoran Desert experience, where fun and progress meet.

Overriding Principles:

- Financial Sustainability
- Quality Public Service
- Strategic Partnerships
- Local Resource Investment

Five Focus Areas and Strategic Goals:



COMMERCE

Commerce

Attract and maintain career-oriented commerce



COMMUNITY

Community

Create a safe community where all people are motivated to be involved and feel connected and valued



PROGRESS & INNOVATION

Progress and Innovation

Foster an open atmosphere that embraces change, creativity, innovation, and calculated risk



HERITAGE

Heritage

Strengthen community character by linking the past, present, and future



RECREATION

Recreation

Provide diverse recreational opportunities that create economic benefits and a healthy lifestyle

The Strategic Plan establishes the specific initiatives and action strategies that will guide staff to achieve the Council's vision.

Each Focus Area is addressed in a separate section of this Strategic Plan. The Focus Area Goal is stated at the beginning of each section followed by distinct Initiatives. These Initiatives are the concentrated objectives under each Focus Area, which will lead to implementation of the Goal. Within each of the Initiatives are Strategies to provide specific direction on methods to complete the Initiatives. Each Strategy has been assigned a specific department or division that will act as the Team Lead. The Team Lead will be responsible for the completion of the assigned Strategies and reporting on Success Indicators. The final section of each Focus Area is Success Indicators—distinct quantitative measurements determined to best monitor the status of the Focus Area Goal. The start date for beginning to record and collect data is July 1 with quarterly or annual reporting intervals.



COMMERCE

Attract and maintain
career-oriented commerce





INITIATIVE 1

Implement and periodically update the Marana Economic Roadmap to guide economic decisions.

Strategies	Team Lead
a. Create a coalition of Marana-area science and technology employers	Office of Strategic Initiatives
b. Prepare utility infrastructure master plan to lay the foundation for future industry and development <ul style="list-style-type: none"> i. Promote partnerships with utility providers within Town limits 	Utilities Department
c. Encourage, support, and provide technical assistance to Marana business start-ups	Business Development Center
d. Re-brand business areas as "Marana" <ul style="list-style-type: none"> i. Initiate an educational effort targeted at local media, business and industry groups ii. Use naming guides and link to Development Services addressing process 	Office of Strategic Initiatives

INITIATIVE 2

Allocate and maximize town resources to engage in the recruitment, retention, and expansion of businesses and industry.

Strategies	Team Lead
a. Review and implement tax strategies to encourage development and expansion of business and industry	Office of Strategic Initiatives
b. Target industries identified in the Marana Economic Roadmap <ul style="list-style-type: none"> i. Use the Marana Economic Roadmap process and steering committee to identify appropriate industries that match well with Marana's assets and meet long term goals ii. Develop a plan and budget for Town economic development staff to attend industry conferences and trade shows as part of the business attraction program iii. Make in-person contacts with national and state business leaders, inviting them to consider moving to or establishing a presence in Marana 	Office of Strategic Initiatives
c. Develop the Marana Regional Airport as an economic activity center <ul style="list-style-type: none"> i. Complete infrastructure improvements along Airport Way and plan for an aviation-themed business park ii. Plan and fund new airport infrastructure through the CIP process iii. Collaborate with the Arizona State Land Department to maximize land use potential around the airport iv. Develop a marketing campaign to encourage business development and airport use v. Develop an airport terminal and/or jet center that showcases Marana 	Public Services
d. Maintain a database of properties in Marana for the potential location of business and industry	Office of Strategic Initiatives



Strategies	Team Lead
e. Maximize use of federal and state incentive programs <ul style="list-style-type: none"> i. Make business and industry aware of available incentive programs ii. Make business and industry aware of properties eligible for incentive programs 	Office of Strategic Initiatives
f. Create and implement a comprehensive business retention plan <ul style="list-style-type: none"> i. Continue to support and increase interaction with Marana Chamber of Commerce programs ii. Increase contact with existing businesses to determine their needs iii. Expand and continue the Marana "buy local" marketing plan iv. Develop a "Shop Marana" gift/debit/credit card program v. Incorporate a "buy local" element, where possible, into the Town's purchasing and procurement policies vi. Implement a marketing campaign focusing on Marana as the most business friendly place in Arizona 	Office of Strategic Initiatives
g. Identify areas in need of redevelopment <ul style="list-style-type: none"> i. Identify viable programs and incentives 	Planning Department
h. Enhance Town website and applications to showcase local businesses <ul style="list-style-type: none"> i. Research hosting a business directory on Town website ii. Develop web applications for business development services, processes, and project tracking 	Technology Services
i. Enhance available workforce by increasing knowledge and skills required to support a diverse community <ul style="list-style-type: none"> i. Partner with area workforce investment and career services programs ii. Enhance relationships and co-sponsor programs with K-12 and higher education institutions iii. Facilitate partnerships among Marana employers and area career services programs iv. Make area businesses aware of state and other job training grants and programs v. Explore the possibility of acquiring a distance learning center vi. Explore the possibility of a 4-year University extension vii. Explore the possibility of technical vocational programs viii. Partner with the University of Arizona and other institutions to create an engineering incubator 	Office of Strategic Initiatives
j. Continue to fully implement and allocate resources to the Business Development Center	Manager's Office
k. Capitalize on the international exposure attained from the Sonoran Desert setting, special events, and world class amenities to expand and diversify Marana's economic and business environment	Office of Strategic Initiatives
l. Develop incentive policies to attract career-oriented commerce <ul style="list-style-type: none"> i. Research and develop competitive benchmarks ii. Evaluate the effectiveness of existing incentive policies iii. Market incentives to potential new employers 	Office of Strategic Initiatives
m. Adopt a special license program allowing businesses and neighborhoods to improve and landscape adjacent rights-of-way	Planning Department



INITIATIVE 3

Encourage the development of the Marana downtown/Main Street.

Strategies	Team Lead
a. Develop a comprehensive downtown business plan <ul style="list-style-type: none"> i. Invite public and private sector stakeholders to participate in the plan's development 	Planning Department
b. Identify a permanent location for multi-use arena in the Marana downtown/Main Street area <ul style="list-style-type: none"> i. Identify funding sources and long-term economic viability for the multi-use arena 	Planning Department

INITIATIVE 4

Identify and solidify partnerships throughout the state and region that will assist Marana in commercial and industrial development activities.

Strategies	Team Lead
a. Engage representatives from various state agencies and other economic development organizations to advance Town goals	Manager's Office
b. Continue collaboration with the Arizona Transportation and State Land Departments and Commerce Authority to increase land-use potential within the following Economic Activity Centers: <ul style="list-style-type: none"> i. Heritage Activity Center ii. Dove Mountain Activity Center iii. Tangerine Road I-10 Activity Center iv. Tangerine Corridor Activity Center v. Airport Activity Center vi. Downtown Activity Center vii. South Marana Activity Center viii. Twin Peaks Activity Center ix. Transportation Logistics Zone Activity Center 	Office of Strategic Initiatives
c. Maximize public-private partnerships to drive development	Manager's Office

INITIATIVE 5

Evaluate and implement annexations that enhance commerce, business, industry and other Strategic Plan initiatives.

Strategies	Team Lead
a. Evaluate and execute strategic annexations into Pinal County and other areas with the assistance of regulatory agencies and public and private entities <ul style="list-style-type: none"> i. Annex Pinal Airpark ii. Complete annexation of Twin Peaks interchange area 	Planning Department



INITIATIVE 6

Promote development of the Economic Activity Centers as outlined in the Marana Economic Roadmap.

Strategies	Team Lead
a. Create economic development concepts for the following: <ul style="list-style-type: none"> i. Heritage Activity Center ii. Dove Mountain Activity Center iii. Tangerine Road I-10 Activity Center iv. Tangerine Corridor Activity Center v. Airport Activity Center vi. Downtown Activity Center vii. South Marana Activity Center viii. Twin Peaks Activity Center ix. Transportation Logistics Zone Activity Center 	Office of Strategic Initiatives

INITIATIVE 7

Actively participate in the legislative process to support Marana's efforts to attract, retain, and expand commerce.

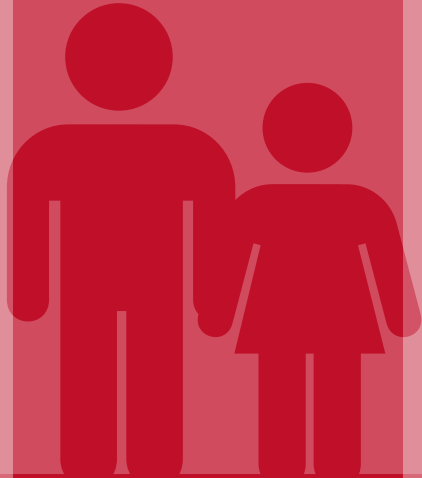
Strategies	Team Lead
a. Protect flight property tax revenues required to fund airport capital projects	Office of Strategic Initiatives
b. Protect and expand legislation that enhances economic development for cities and towns	Office of Strategic Initiatives
c. Pursue mechanisms to incentivize alternative energy industries	Office of Strategic Initiatives

SUCCESS INDICATORS

Focus Area: Commerce

Focus Area Goal: Attract and maintain career-oriented commerce

Indicator	Start date	Frequency	Team Lead
Track sales tax revenues quarterly	July 1, 2012	Quarterly	Finance Department
Track the number of new business licenses	July 1, 2012	Quarterly	Finance Department
Processing of permits and licenses internal timelines	July 1, 2012	Quarterly	Business Development Center
Track airport statistics including base aircraft, fuel sales, and landings	July 1, 2012	Quarterly	Public Services



COMMUNITY

Create a safe
community where all
people are motivated
to be involved and feel
connected and valued





INITIATIVE 1

Secure all necessary water resources and infrastructure.

Strategies	Team Lead
a. Continue the acquisition of wastewater resources	Manager's Office
b. Review and propose new codes and/or amendments for water conservation and development of new water resources <ul style="list-style-type: none"> i. Create code provisions that promote sustainability for residential, commercial, industrial, and agricultural land uses ii. Maximize the use of non-potable water for landscaping iii. Require non-potable systems and storage throughout Marana iv. Use native plant and low-water landscaping in publicly owned and maintained areas 	Utilities Department
c. Identify and consider options for: <ul style="list-style-type: none"> i. Acquiring renewable resources ii. Constructing recharge projects iii. Purchasing recharge credits 	Utilities Department
d. Ensure water resources are available for our citizens <ul style="list-style-type: none"> i. Develop a favorable IGA with the City of Tucson for water delivery, maintenance and wheeling ii. Pursue acquisition of the City of Tucson water system located in Marana 	Manager's Office

INITIATIVE 2

Provide quality services to keep the community safe and secure.

Strategies	Team Lead
a. Track desired levels of service with performance measures <ul style="list-style-type: none"> i. Identify best practices of similar communities 	Manager's Office
b. Preserve Town infrastructure <ul style="list-style-type: none"> i. Develop an infrastructure plan ii. Inventory of existing facilities iii. Create a preventive maintenance plan 	Public Services
c. Conduct a periodic community survey to identify citizen perceptions and expectations	Community Development & Neighborhood Services
d. Update the disaster recovery plan and emergency operations plan <ul style="list-style-type: none"> i. Develop emergency response strategies for I-10/UPRR/Santa Cruz River ii. Conduct regular emergency response drills and exercises iii. Include public outreach 	Manager's Office
e. Create a Town facilities master plan	Public Services
f. Provide multiple Town service locations that incorporate community rooms	Public Services



INITIATIVE 3

Ensure that future development, land use, and projects protect and showcase the Sonoran Desert.

Strategies	Team Lead
a. Apply strategies found in the Habitat Conservation Plan during implementation of new projects i. Create process for monitoring and evaluating the plan's effectiveness	Development Services
b. Incorporate key initiatives from the Strategic Plan into land development code i. Continue land development code revisions	Development Services
c. Identify financially sustainable long-term solution to the Tortolita Preserve state land lease	Manager's Office
d. Create an open space plan in conjunction with development and recreation	Planning Department

INITIATIVE 4

Develop diverse housing opportunities for residents of all income levels.

Strategies	Team Lead
a. Partner with agencies to promote and provide affordable housing alternatives for Marana residents	Community Development & Neighborhood Services
b. Seek grants and alternative funding for affordable housing and housing rehabilitation assistance	Community Development & Neighborhood Services
c. Continue to identify needs and pursue alternative funding sources for rehabilitation of infrastructure in older neighborhoods and Colonias	Community Development & Neighborhood Services
d. Promote the development of a balanced portfolio of housing, including multi-family, to meet the current and future needs of Marana residents	Community Development & Neighborhood Services

INITIATIVE 5

Ensure that engineering and design solutions are implemented to protect businesses and residents from flood events.

Strategies	Team Lead
a. Ensure that all proposed engineered solutions are the best engineering practices to protect the town and future residents	Development Services
b. Investigate funding opportunities for the construction of the Barnett Channel	Community Development & Neighborhood Services
c. Begin the preliminary design for Marana Road alignment channel which will be necessary to facilitate development in northwest Marana	Planning Department
d. Use the FEMA CRS system to reduce flood insurance premiums	Development Services
e. Implement public education program on flood hazards	Development Services
f. Extend Santa Cruz River bank projection to Marana's northern boundary	Development Services



INITIATIVE 6

Create a community identity.

Strategies	Team Lead
a. Continue to support the development concept of Marana's main street and downtown <ul style="list-style-type: none"> i. Establish an improvement district for infrastructure development ii. Create Sandario Road façade and landscaping improvement programs 	Planning Department
b. Develop a marketing and branding strategy <ul style="list-style-type: none"> i. Finalize and continuously update redesigned website ii. Define and implement Marana "signature" design on public facilities iii. Implement freeway interchange and roadway aesthetics 	Office of Strategic Initiatives
c. Work with the Post Office to establish a Marana postal identity	Planning Department
d. Continuously evaluate and improve the citizen participation and community outreach process	Community Development & Neighborhood Services
e. Build and encourage the development of multi-use buildings and facilities	Public Services

INITIATIVE 7

Promote the development of quality healthcare facilities and services.

Strategies	Team Lead
a. Continue to fast-track and prioritize healthcare facility development applications	Business Development Center
b. Attract a training and education partner to establish a presence in Marana	Office of Strategic Initiatives
c. Attract new and encourage retention of existing healthcare providers	Office of Strategic Initiatives

INITIATIVE 8

Increase participation by residents and visitors in Marana's signature events.

Strategies	Team Lead
a. Incorporate recreational activities with signature events <ul style="list-style-type: none"> i. Use where applicable an "activities for all ages" marketing approach to event planning 	Office of Strategic Initiatives
b. Incorporate award ceremonies within signature events	Office of Strategic Initiatives
c. Recruit community partners to plan and staff signature events	Office of Strategic Initiatives
d. Develop a new community special event during the spring to maintain community involvement throughout the year	Office of Strategic Initiatives



INITIATIVE 9 Improve community engagement.

Strategies	Team Lead
a. Continue outreach and education plans	Community Development & Neighborhood Services
b. Expand notification of Town programs and events	Office of Strategic Initiatives
c. Expand Town volunteer program to be viable for all departments	Clerk's Office
d. Continue implementation of the Marana Out and About concept for all community engagement programs	Manager's Office
e. Collaborate with regional partners to provide information and assistance for citizens on where to get a specific service (e.g., CPR class, permits, etc.)	Community Development & Neighborhood Services
f. Increase staff participation in special events to promote collaboration	Office of Strategic Initiatives

INITIATIVE 10 Actively participate in the legislative process.

Strategies	Team Lead
a. Pursue legislation to receive credits for stormwater recharge	Utilities Department
b. Use legislative resources to obtain flood insurance mitigation allocation from federal government	Office of Strategic Initiatives

SUCCESS INDICATORS

Focus Area: Community

Focus Area Goal: Create a safe community where people are motivated to be involved and feel connected and valued

Indicator	Start date	Frequency	Team Lead
Track police emergency response times	July 1, 2012	Quarterly	Police Department
Track new and overall housing types percentage/balance and affordability	July 1, 2012	Annually	Development Services
Track crime rates	July 1, 2012	Annually	Police Department
Track condition of Town maintained roads	July 1, 2012	Annually	Public Services
Track ISO rating	July 1, 2012	Annually	Planning Department



PROGRESS & INNOVATION

Foster an open atmosphere
that embraces change,
creativity, innovation, and
calculated risk





INITIATIVE 1

Create an organization of excellence

Strategies	Team Lead
a. Encourage innovation and calculated risk-taking <ul style="list-style-type: none"> i. Implement an anonymous employee suggestion program ii. Promote cross-departmental collaboration iii. Develop a way to reward employee innovation iv. Provide opportunities for employees to use and disseminate newly acquired knowledge and skills v. Continue Employee Forum 	Human Resources Department
b. Implement performance measures <ul style="list-style-type: none"> i. Collect data and report progress on the Town's performance in key focus areas ii. Collect data and operational measures to assist with management decisions 	Manager's Office
c. Enhance employee education and professional development programs <ul style="list-style-type: none"> i. Develop a rotation program for employees to observe and experience other positions across departments ii. Use available expertise for workshops and training programs iii. Implement a Town-wide working safety committee iv. Link employee training to an identified need or strategic goal v. Implement Employee Connections program 	Human Resources Department
d. Apply best practices from the public and private sector <ul style="list-style-type: none"> i. Encourage networking through participation in professional organizations 	Manager's Office
e. Expand paperless means for internal and external communications	Technology Services
f. Continue to increase communication with and between employees <ul style="list-style-type: none"> i. Town Manager should continue to hold regular meetings with all levels of employees to solicit input on major issues ii. Department heads and supervisors should hold regular meetings to increase employee involvement and participation iii. Implement an organizational communication program about the Strategic Plan that includes opportunities for ongoing employee input 	Manager's Office
g. Enhance the "INTRAnet" site and implement strategies that encourage employees to use the site	Technology Services
h. Work with community partners to implement community service programs internally and externally	Marana Municipal Court
i. Create or participate in recognition opportunities that show community and Town accomplishments and innovation <ul style="list-style-type: none"> i. Upon Council approval, compete for All-America City designation ii. Encourage employees to compete for individual and organizational awards and recognition programs iii. Sustain a uniquely Marana award program for individuals or businesses who make significant and innovative community contributions iv. Create recognition opportunities to showcase individuals or businesses who incorporate innovative and sustainable designs into projects 	Manager's Office
j. Develop highly competitive pay philosophy to recruit and retain quality professional staff	Human Resources Department



INITIATIVE 2

Develop partnerships, policies, and programs for the effective use of taxpayer resources.

Strategies	Team Lead
a. Develop a comprehensive energy efficiency program for both private and public construction <ul style="list-style-type: none"> i. Analyze and update Town building and land development codes as appropriate to incorporate energy efficient innovations ii. Research and develop policies that encourage energy efficient construction 	Development Services
b. Cross-reference links to Strategic Plan in all documents and processes that carry out the initiatives identified in the Strategic Plan <ul style="list-style-type: none"> i. Continue identification of Strategic Plan Focus Area in all items going before the Town Council as part of agenda cover sheet ii. Continue summary communication materials for the public regarding the Strategic Plan iii. Use the Strategic Plan in the development of the CIP and the annual budget iv. Identify links to the Strategic Plan during review of development applications v. Identify links to the Strategic Plan in all Town guiding documents 	Office of Strategic Initiatives
c. Identify partnerships and IGAs with other communities in the region where mutually beneficial solutions to service delivery can be achieved	Manager's Office

INITIATIVE 3

Maximize the use and integration of technology as a strategic asset in the delivery of public services

Strategies	Team Lead
a. Create an e-business portal on the website	Technology Services
b. Make Marana the leading social media/new media community in the state through a broad approach based on creative ideas	Technology Services
c. Continue to use and add online applications for citizen and organizational use	Technology Services
d. Recommend ways to make constant updates and interaction available using social media	Technology Services
e. Develop Marana branded mobile application using wireless technologies to enhance service delivery	Technology Services
f. Investigate creating a fiber infrastructure for voice and data communications	Technology Services
g. Continue to develop and expand the Town's Maintenance Management Program for all assets	Utilities Department
h. Establish a technology master plan compatible with industry standards	Technology Services
i. Incorporate the use of mobile technologies to increase staff efficiencies	Technology Services



INITIATIVE 4

Actively participate in the legislative process.

Strategies

Team Lead

a. Pursue and defend legislation to maintain Town authority

Manager's Office

SUCCESS INDICATORS

Focus Area: Progress & Innovation

Focus Area Goal: Foster and open atmosphere that embraces change, creativity, innovation and calculated risk

Indicator	Start date	Frequency	Team Lead
Bond rating	July 1, 2012	Annually	Finance Department



HERITAGE

Strengthen community character by linking the past, present, and future





INITIATIVE 1

Showcase Marana's history and heritage in its signature events.

Strategies	Team Lead
a. Continue Founders' Day as a signature event	Office of Strategic Initiatives
i. Provide "living culture" re-enactments	
ii. Incorporate multi-cultural and western heritage displays and activities	

INITIATIVE 2

Partner with organizations and individuals to promote the Town's history and heritage.

Strategies	Team Lead
a. Support Juan Bautista de Anza Historic Trail activities	Community Development & Neighborhood Services
b. Engage long-time community members in civic engagement programs	Community Development & Neighborhood Services
c. Collaborate with history preservation organizations in heritage planning and development	Community Development & Neighborhood Services
d. Assign financial and human resources to Heritage Focus Area	Manager's Office
e. Support Santa Cruz Valley National Heritage Area activities	Community Development & Neighborhood Services

INITIATIVE 3

Build facilities that focus on the Town's heritage.

Strategies	Team Lead
a. Identify properties that are historical or will be historical for potential preservation efforts	Community Development & Neighborhood Services
b. Partner with private and non-profit sector to identify funding for facilities that highlight Marana's history	Community Development & Neighborhood Services
c. Identify architectural design standards for infrastructure that incorporate historical aspects of the region	Planning Department



INITIATIVE 4

Document and disseminate Marana's history and heritage.

Strategies	Team Lead
a. Work with community partners and heritage organizations to create oral and written history <ul style="list-style-type: none"> i. Explore partnering with schools to include Marana history component in curriculum ii. Use traditional and social media 	Community Development & Neighborhood Services
b. Identify and showcase the contributions of different peoples, cultures and ethnicities to the settlement and development of Marana	Community Development & Neighborhood Services
c. Feature history and culture on website	Office of Strategic Initiatives
d. Preserve all heritage material in the Town's possession <ul style="list-style-type: none"> i. Continue archiving, collecting, and laying the foundation for Marana history 	Community Development & Neighborhood Services
e. Encourage tours and programs focused on history and heritage	Community Development & Neighborhood Services
f. Increase awareness of history and heritage throughout Marana	Community Development & Neighborhood Services

INITIATIVE 5

Develop Heritage Park.

Strategies	Team Lead
a. Acquire State lease land for Heritage Park Department	Parks and Recreation
b. Master plan and implement the Heritage Park to showcase Marana's history and heritage while maximizing economic development, tourism opportunities, and community events	Manager's Office
c. Develop and implement a business plan for the Heritage Park <ul style="list-style-type: none"> i. Include elements that ensure financial sustainability ii. Secure funding for infrastructure development iii. Identify strategic for-profit and non-profit partnerships iv. Develop unique interpretive displays and features of Marana's history, heritage and culture throughout the park 	Manager's Office



INITIATIVE 6

Actively participate in the legislative process.

Strategies

a. Pursue legislation to enable and facilitate the Town's efforts to preserve history and protect heritage

Team Lead

Manager's Office

SUCCESS INDICATORS

Focus Area: Heritage

Focus Area Goal: Strengthen community character by linking past, present and future

Indicator	Start date	Frequency	Team Lead
Track number of artifacts and historical sites that are catalogued for preservation according to appropriate standards	July 1, 2012	Annually	Community Development & Neighborhood Services



RECREATION

Provide diverse recreational opportunities that create economic benefits and a healthy lifestyle





INITIATIVE 1

Develop quality parks and recreational amenities.

Strategies	Team Lead
a. Complete path, greenway and trail linkages with parks, recreation facilities, schools and other public infrastructure within Marana <ul style="list-style-type: none"> i. Identify opportunities to partner with other jurisdictions or private entities ii. Provide connection points, benches, water fountains and restrooms 	Parks and Recreation Department
b. Support multi-event complex to include rodeo, sports, and concerts <ul style="list-style-type: none"> i. Identify partners, funding sources, and potential locations ii. Research the facility's financial viability based on location and demographics 	Manager's Office
c. Develop the Bureau of Reclamation park site on Avra Valley Road <ul style="list-style-type: none"> i. Meet with the Bureau of Reclamation and Department of the Interior to ensure agreements for park site are finalized ii. Identify resources to fully fund this project iii. Begin site planning work 	Parks and Recreation Department
d. Plan for joint use community centers or similar assets to provide a wide range of recreational amenities	Parks and Recreation Department

INITIATIVE 2

Pursue recreational and tourism development opportunities and projects to attract visitors.

Strategies	Team Lead
a. Develop recreation opportunities near historic sites	Parks and Recreation Department
b. Explore options for the development of urban reservoirs or lakes	Parks and Recreation Department
c. Market Marana recreation <ul style="list-style-type: none"> i. Promote hiking, bicycling, and equestrian opportunities ii. Complete the Oro Valley/Marana recreation and tourism planning process and start producing marketing materials 	Office of Strategic Initiatives
d. Develop international tourism marketing program	Office of Strategic Initiatives



INITIATIVE 3

Partner with public and private entities to promote Marana as a recreation destination.

Strategies	Team Lead
a. Continue to promote recreational opportunities at major events <ul style="list-style-type: none"> i. Use various outreach mechanisms and develop partnerships to market Marana during PGA activities and other nationally recognized events 	Office of Strategic Initiatives
b. Create a Tourism Development Plan <ul style="list-style-type: none"> i. Perform a cost/benefit analysis for joining existing tourism and marketing agencies ii. Partner with tourism agencies iii. Develop relationships with the hospitality industry to discuss incentives and cooperation 	Office of Strategic Initiatives
c. Develop "Friends of the Parks" volunteer core	Parks and Recreation Department
d. Apply for bicycling, trail, and park designations and awards by national and state organizations	Parks and Recreation Department

INITIATIVE 4

Develop Sonoran Desert-centered recreational opportunities.

Strategies	Team Lead
a. Focus branding efforts on experiencing the Sonoran Desert	Office of Strategic Initiatives
b. Partner with Saguaro National Park	Office of Strategic Initiatives
c. Partner with Friends of the Sonoran Desert	Office of Strategic Initiatives



INITIATIVE 5

Actively participate in the legislative process.

Strategies

a. Continue to support the creation of a regional sports and tourism authority using all legislative resources available

Team Lead

Manager's Office

SUCCESS INDICATORS

Focus Area: Recreation

Focus Area Goal: Provide diverse recreation opportunities that create economic benefits and a healthy lifestyle

Indicator	Start date	Frequency	Team Lead
Track bed tax revenues (gross)	July 1, 2012	Annually	Finance Department
Track acreage of parks per 1,000 residents	July 1, 2012	Annually	Parks and Recreation Department
Track miles of trails per 1,000 residents	July 1, 2012	Annually	Parks and Recreation Department
Track number of field reservations at parks	July 1, 2012	Annually	Parks and Recreation Department



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