

A large, stylized white number '5' is centered on the page. The top horizontal bar of the '5' contains the word 'STRATEGIC' written vertically in white, uppercase letters. The circular bottom part of the '5' contains the word 'PLAN' written horizontally in white, uppercase letters. The background features a gradient from orange at the top to teal at the bottom, with a pattern of thin, concentric white circles.





MAYOR ED HONEA

On behalf of the Town Council, I am pleased to present the Town of Marana's fifth strategic plan.

Marana has come a long way since its beginnings as a ranching and agricultural community of only 1,500 residents. Now, celebrating 45 years, Marana is the fastest growing community in Southern Arizona with over 55,000 residents. Over the decades, we have been deliberate in our efforts to make Marana the best place to live and grow a business, and we have made great strides through our strategic plans.

As we look ahead, Council's vision for Marana is to be a trailblazing community that raises the bar for the best quality of life. Through this commitment to our community, this strategic plan is built on five focus areas - Cherished Heritage, Vibrant Community, Thriving Commerce, Healthy Lifestyles, and Proactive Public Services. The focus areas, with their corresponding goals, will guide the work in all Town service areas for the next three years. Strategic Plan 5 is a living document and a roadmap that will help us achieve Marana's vision and improve the lives of our citizens.

I want to convey my appreciation to our residents, local businesses, and community partners for their input during the strategic planning process, Town staff for their hard work, and Council for their leadership and commitment to Marana. As you read this document, I hope you all agree that we have a bright future ahead.

Sincerely,


Mayor Ed Honea

MARANA TOWN COUNCIL



VICE MAYOR
JON POST



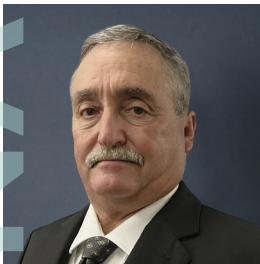
COUNCILMEMBER
PATTI COMERFORD



COUNCILMEMBER
HERB KAI



COUNCILMEMBER
ROXANNE ZIEGLER



COUNCILMEMBER
JOHN OFFICER



COUNCILMEMBER
JACKIE CRAIG

COMMUNITY PROFILE

YEAR OF
INCORPORATION

1977

TOWN
POPULATION

55,000+

TOWN
PARKS

14

SQUARE
MILES

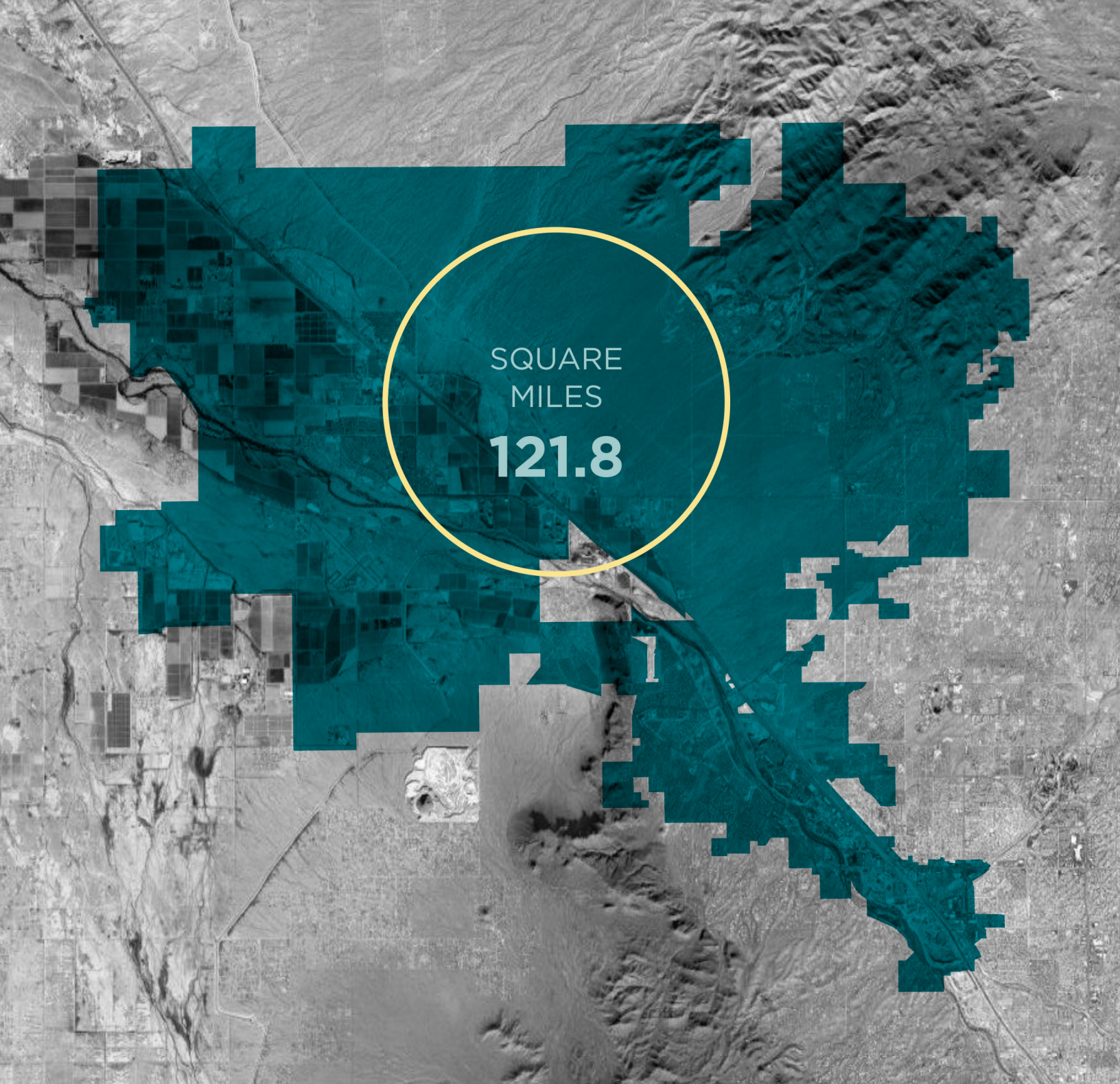
121.8

NUMBER OF
HOUSEHOLDS

20,000+

MEDIAN
HOUSEHOLD
INCOME

\$90,302



SQUARE
MILES

121.8



TOWN BOUNDARIES

VISION:

Marana is a trailblazing community that raises the bar for the best quality of life.

MISSION:

Five-star service for a thriving community.

VALUES:

Dedicated Service

Respect

Teamwork

Engaged Innovation

CHERISHED HERITAGE:

Leverage the region’s historic and cultural legacy to strengthen community character, increase community pride, and build heritage-driven tourism.

VIBRANT COMMUNITY:

Strengthen the sense of place and create opportunities for community connections.

THRIVING COMMERCE:

Recruit and maintain a diverse commercial sector that is supported by local workforce training and funding opportunities.

HEALTHY LIFESTYLES:

Provide a variety of recreational, artistic, and cultural opportunities along with a flourishing natural environment to support healthy and active lifestyles.

PROACTIVE PUBLIC SERVICES:

Foster an open atmosphere that embraces change, creativity, innovation and calculated risk, and maintains the Town’s high quality customer service.



“FOCUS AREA 1: CHERISHED HERITAGE

Leverage the region’s historic and cultural legacy to strengthen community character, increase community pride, and build heritage-driven tourism.”

GOAL: IMPROVE RECOGNITION AND AWARENESS OF MARANA’S UNIQUE AND RICH HERITAGE.

STRATEGY: Prepare a Marana Cultural and Heritage Preservation Plan that provides a comprehensive record of local historic and cultural resources, and includes strategies for celebrating the Town’s unique identity.

STRATEGY: Create educational programs and initiatives that increase community awareness of the Town’s rich heritage.

GOAL: EMBED HERITAGE IN POLICY AND PLANNING TO ENSURE CONTINUED PRESERVATION OF MARANA’S HERITAGE.

STRATEGY: Further advance development of Marana Heritage Park.

STRATEGY: Expand current art policy to require the integration of public art into public and private development projects that captures Marana’s heritage.

GOAL: PROVIDE LOCATIONS WHERE RESIDENTS CAN CELEBRATE AND LEARN ABOUT MARANA’S HISTORY AND TRADITIONS.

STRATEGY: Develop strategies to leverage developments, public facilities, events, and amenities to embed heritage-related art features and cultural expression.

STRATEGY: Identify heritage sites for the establishment of a heritage museum facility.



“FOCUS AREA 2: VIBRANT COMMUNITY

Strengthen the sense of place and create opportunities for community connections.”

GOAL: ESTABLISH A STRONG SENSE OF PLACE THROUGH THE CREATION OF UNIQUE PUBLIC SPACES AND ARCHITECTURE THAT FOSTER COMMUNITY PRIDE.

STRATEGY: Build a Marana-wide lifestyle brand that reflects Marana’s unique character and identity.

STRATEGY: Enhance architectural sites and landscape design standards to increase compatibility with adjacent existing or planned uses while minimizing impacts to the natural environment.

STRATEGY: Work with Marana Unified School District, MHC Healthcare, Northwest Fire District, and other institutional partners to identify and develop venues for expressing local arts, music, and cultural talent in public spaces and facilities within the community.

GOAL: PROVIDE HIGH-LEVEL PUBLIC SAFETY SERVICES THAT STRENGTHEN MARANA’S REPUTATION AS A SAFE AND SECURE TOWN.

STRATEGY: Prepare an annual report that tracks department performance per industry standards and recommends strategies to improve overall community safety while increasing the level of public trust in the Marana Police Department.

STRATEGY: Support a safe and informed community through the implementation of public safety educational programs, events, surveys, and other outreach channels.

GOAL: PROVIDE A SAFE AND CONNECTED MULTI-MODAL TRANSPORTATION SYSTEM TO SUPPORT THE MOBILITY NEEDS OF PRESENT AND FUTURE RESIDENTS.

STRATEGY: Update the Transportation Master Plan to reflect community needs and to support a Complete Streets approach to street design.

STRATEGY: Improve safety for people using all modes of travel by implementing programs, policies, educational resources, and infrastructure improvements to minimize traffic congestion.

GOAL: SUPPORT INITIATIVES THAT ENHANCE THE QUALITY OF MARANA NEIGHBORHOODS.

STRATEGY: Provide programs for animal welfare, community beautification, safe hazardous waste disposal, and recycling.

STRATEGY: Locate, engage, and conduct a community needs assessment and revitalization plan that prioritizes areas in need.

STRATEGY: Accept the U.S. Department of Housing and Urban Development's invitation to become a metropolitan city and operate our own Community Block Grant Program.

STRATEGY: Encourage housing options by analyzing current available housing and identify incentives and codes to further diversify housing stock and improve affordability.

GOAL: INVITE CITIZEN INVOLVEMENT AND DELIVER TRANSPARENT AND TIMELY DISTRIBUTION OF INFORMATION THROUGH A VARIETY OF TRADITIONAL AND INNOVATIVE PLATFORMS.

STRATEGY: Pursue meaningful topics with the Marana Citizens' Forum with the intent to enhance public service excellence, and explore pathways to track and report implementation of their recommendations.

STRATEGY: Grow the Town's communication reach using digital platforms and media campaigns to provide accurate and timely information about organizational services, programs, and achievements.

STRATEGY: Create effective and consistent methods for seeking and tracking community input into ongoing plans and recommendations for improving Town services.





“FOCUS AREA 3: THRIVING COMMERCE

Recruit and maintain a diverse commercial sector that is supported by local workforce training and funding opportunities.”

GOAL: **PROVIDE A SUPPORTIVE ENVIRONMENT FOR INDUSTRY LEADERS, STARTUPS, SMALL BUSINESSES, AND ENTREPRENEURS THROUGH EVERY STAGE OF BUSINESS DEVELOPMENT.**

STRATEGY: Evaluate and implement economic development tools and strategies to support the retention and expansion of Marana key employers and attract new compatible sectors.

STRATEGY: Develop and implement strategies that strengthen key employment and business centers.

STRATEGY: Develop a conceptual vision, design standards, and implementation strategy for Downtown Marana.

GOAL: **EXPAND MARANA’S THRIVING TOURISM INDUSTRY BY PROMOTING ITS HERITAGE, CULTURAL RESOURCES, SCENIC OPEN SPACES, AND SIGNATURE EVENTS.**

STRATEGY: Expand Marana’s tourism efforts and enhance its regional relevance through a comprehensive assessment of the Town’s strengths and unique offerings.

STRATEGY: Continue to enhance visitor experiences and partner with stakeholders to promote Marana’s entertainment, recreation, sports and cultural events, and hospitality venues.

GOAL: **MAXIMIZE THE ECONOMIC IMPACT OF THE AIRPORT BY IDENTIFYING AND RECRUITING AVIATION AND NON-AVIATION-RELATED INDUSTRIES FOR BUSINESS DEVELOPMENT OPPORTUNITIES.**

STRATEGY: Update the Airport Master Plan to provide the framework needed to guide future airport development.

STRATEGY: Develop a marketing campaign that leverages the advantages of the Marana Airport as a business travel destination and operations hub.

GOAL: **COLLABORATE WITH ACADEMIC INSTITUTIONS TO PROVIDE EDUCATIONAL OPPORTUNITIES TO MEET CURRENT AND FUTURE WORKFORCE AND COMMUNITY NEEDS.**

STRATEGY: Support efforts to cultivate, retain, and attract talent to meet business and community needs.

STRATEGY: Commission a feasibility study, plan, and strategy for attracting post-secondary educational and training institutions.





“FOCUS AREA 4: HEALTHY LIFESTYLES

Provide a variety of recreational, artistic, and cultural opportunities along with a flourishing natural environment to support healthy and active lifestyles.”

GOAL: **OFFER A WIDE VARIETY OF RECREATIONAL PROGRAMS AND AMENITIES FOR RESIDENTS OF ALL AGES AND ABILITIES.**

STRATEGY: Continue to enhance year-round recreation programs and opportunities for all community members.

STRATEGY: Expand and enhance youth sports in the community.

STRATEGY: Support healthy communities by maintaining clean, safe, and accessible recreation facilities.

STRATEGY: Invest in the top priorities of the Parks and Recreation Master Plan.

STRATEGY: Enhance network of shared-use trails and pathways that provide non-vehicular modes of travel, including bicycling and walking.

GOAL: **IDENTIFY OPEN SPACE AREAS AND BALANCE WITH THE NEEDS OF THE COMMUNITY.**

STRATEGY: Develop landscape and irrigation design guidelines for ongoing improvements of Town-maintained infrastructure.

STRATEGY: Develop and adopt an Open Space and Wildlife Conservation Master Plan.

MARANA MUNICIPAL COMPLEX

ADMINISTRATION



“FOCUS AREA 5: PROACTIVE PUBLIC SERVICES

Foster an open atmosphere that embraces change, creativity, innovation and calculated risk, and maintains the Town’s high quality customer service.”

GOAL: **PRIORITIZE INFRASTRUCTURE AND MAINTENANCE THAT SUPPORT NEW GROWTH AND DEVELOPMENT IN A PROACTIVE AND SUSTAINABLE MANNER.**

STRATEGY: Continue annual updates to the 5-year Capital Improvement Plan to ensure public infrastructure is provided and maintained in a proactive manner.

STRATEGY: Develop an asset management program that anticipates on-going maintenance needs through an integrated system.

STRATEGY: Develop best practices to encourage energy conservation and sustainability throughout municipal operations and facilities.

STRATEGY: Evaluate current development practices to ensure that the Town develops in a sustainable manner.

STRATEGY: Establish standard principles and practices for designing drainage facilities in the Town.

STRATEGY: Study the short and long-term benefits and financial impacts of annexation to inform a Town-wide annexation policy and strategy.

GOAL: **MAINTAIN AN ASSURED WATER SUPPLY AND PROVIDE HIGH-QUALITY WATER AND WATER RECLAMATION INFRASTRUCTURE TO MEET EXISTING AND FUTURE CUSTOMER NEEDS.**

STRATEGY: Deliver safe, reliable, and sustainable water services to meet current customer needs.

STRATEGY: Encourage water conservation and long-term water sustainability by promoting efficient use of resources.

STRATEGY: Invest in new and renewable water resources and water conservation efforts to increase the Town’s water portfolio.

STRATEGY: Invest in water and water reclamation infrastructure to meet projected growth needs.

GOAL: **ELEVATE THE TOWN'S PUBLIC SERVICE QUALITY THROUGH EFFICIENT PROCEDURES.**

STRATEGY: Update the Facilities Master Plan to determine current and future space needs.

STRATEGY: Provide accurate and responsive administration of official Town records.

STRATEGY: Implement processes and tools to effectively gauge customer service satisfaction.

STRATEGY: Utilize technology process improvements to innovate and enhance service delivery.

STRATEGY: Maintain a transparent financial environment by providing accurate and accessible financial information.

GOAL: **FOSTER A WORKPLACE CULTURE THAT ATTRACTS, RETAINS, AND MOTIVATES A TALENTED WORKFORCE.**

STRATEGY: Invest in professional development, training, and engagement opportunities for employees.

STRATEGY: Continue to instill a culture of excellence through initiatives and actions that value performance and behavior.



