

# Marana, Arizona: Honoring Our Heritage. Heralding the Future.



## An Economic Development Strategy for Marana, AZ



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## SECTION 1: INTRODUCTION

Located in the heart of Arizona’s Sun Corridor, the Town of Marana is a dynamic, forward-thinking community with unparalleled promise for the future. Just 40 years young, today, Marana is a progressive and rapidly growing community of 43,000 that has earned the enviable reputation of being a family and business friendly small town with the determined resolve to create a great future for its residents and employers. Honoring its ancient Native American history and committed to preserving its Western heritage and small town values, Marana’s leaders have focused on building a community that offers a high quality of life and a business operating environment that is second to none. Marana’s strong sense of community, committed and focused elected officials, Town Management, actively engaged citizenry and growing economic base are distinct assets upon which to create a bountiful and prosperous future for those who reside and do business in the community today, and for those who inevitably will come in the future.

As a young community, the Town of Marana is extremely well-positioned to forge its future destiny and enjoy economic prosperity and sustainability for generations to come. Since 2000, Marana’s population has grown by nearly 195 percent, and despite this astounding growth, the Town has managed its financial and physical assets prudently, wisely stewarding its resources to accommodate present and future population and business growth.

As the center of the Sun Corridor, with extreme proximity to the Phoenix and Tucson metropolitan markets and Mexico, the Town of Marana is well-endowed with an abundance of opportunities to chart its economic development course in the 21st century global economy.

Marana’s high level of educational attainment - 40 percent of Marana residents 25 years or older hold a bachelor’s degree or higher - and median household income of \$71,808 reflect the desirability and quality of life that the community offers to people who are educated and high income earners. Marana’s family-friendly, safe, neighborly culture; high quality of life; improving and high quality K-12 schools, and proximity to major employers and higher education institutions in the Greater Tucson region are just a few of many assets that the community has for people and business.

Having an abundance of assets provides a rock-solid foundation from which to strengthen an already growing and dynamic community and build a more diverse and sustainable economy. Still, Marana is confronted with challenges that impact many communities across Arizona and America that must manage economic dynamics beyond their control. But as the state and nation continue to fully recover from the Great Recession of 2007, communities in



Greater Tucson, throughout the nation and around the world also have been gearing up to be well-positioned for the best talent, new jobs, new technologies and new opportunities that inevitably will emerge in the next several years. Competition for economic development has never been more intense than it is today.

Compared to many communities in Arizona and throughout the U.S., Marana needs to guard against taking its abundance of assets for granted. While we now are entering the eighth year of the longest “expansion” period in recent U.S. history, the fact is that economic growth is sluggish compared to all prior post-recession recoveries. Marana needs to work even more vigorously to capture its fair share of quality job creation and economic growth while recognizing that the drivers of today are markedly different than those of the past.

Marana’s leaders and citizens fervently believe that the prospects for the Town’s future economic development are virtually limitless. But just as all that Marana has become in its short history of 40 years is a result of the hard work of its founders, all that Marana can and will become requires even greater strategic vision and more arduous work because the proven methods of what worked in the past are dramatically different than those that drive economic growth and prosperity in today’s globalized world.

Now more than ever, the Town of Marana needs to be intently focused and aligned in its economic development efforts - both within the Town Government, and between and among its myriad stakeholders - to ensure that Marana fully realizes its economic development potential.

The Town of Marana engaged IO.INC in September 2016 to develop an economic development strategy for the community. The purpose of this strategy is to assist the Town of Marana in identifying the best and highest value-added opportunities to strengthen and diversify its economy for the long-term. Fundamental to achieving this goal is researching and identifying specific measures that will enable the Town of Marana to strengthen its economy, diversify its economic base, and target areas of opportunity to retain, create and grow new career-oriented jobs in globally competitive, high growth economic sectors. The bottom line for Marana: to expand its economic base and provide a platform for long-term economic competitiveness and sustainability.





## SECTION 2: MARANA TOWN COUNCIL STRATEGIC VISION

Marana's Mayor and Council first adopted a comprehensive, community-wide strategic plan in February 2009, and has since updated this strategy in 2012 and 2015. Marana's Strategic Plan honors the community's 4,200 year history, and integrates initiatives and strategies that act as guiding policies for decision-making to create a vibrant, modern community that fully integrates and reflects its small town, family-friendly culture.



*From left to right, the honorable members of the Marana Town Council: Vice Mayor Jon Post, Councilmember Dave Bowen, Councilmember Carol McGorray, Mayor Ed Honea, Councilmember Patti Comerford, Councilmember Roxanne Ziegler, Councilmember Herb Kai*

While Marana’s strategic plan has been updated, the vision statement and focus areas remain constant, providing the continuity and predictability that is critical to sustained economic development:

*Marana Town Government Vision: We are committed to providing exceptional public service, a climate for economic sustainability and a welcoming environment that makes Marana Your Town for life.*

Marana’s strategic plan is grounded in four overarching principles:

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

The Town’s strategic plan establishes five focus areas and strategic goals with specific goals, action items and metrics to measure progress toward the achievement of its goals (Table 1).

TABLE 1: MARANA’S FOCUS AREAS AND STRATEGIC GOALS	
Focus Area	Strategic Goal
Commerce	Attract and maintain career-oriented commerce.
Community	Create a safe community where all people are motivated to be involved and feel connected and valued.
Progress and Innovation	Foster an open atmosphere that embraces change, creativity, innovation, and calculated risk.
Heritage	Strengthen community character by linking the past, present and future.
Recreation	Provide diverse recreational opportunities that create economic benefits and a healthy lifestyle.

Source: Town of Marana Your Town Strategic Plan January 2015.

The vision, principles and goals of the Marana Strategic Plan are the backbone of this economic development strategy. They have been fully integrated and serve as the beacons of the entire strategic planning process.







## SECTION 3: METHODOLOGY

Marana’s economic development strategy was formulated through a comprehensive research and data-driven process, as well as significant stakeholder engagement. A cross-disciplinary approach was utilized to identify the Town’s unique competitive advantages that led to identifying the target economic sectors that would yield the highest and best impact to grow, diversify and strengthen Marana’s economy over the long term. Among the major aspects of IO.INC’s research and work:

1. Comprehensive review of existing studies and plans, local, regional, state and national.
2. Comprehensive SWOT process engaging 152 Marana stakeholders.
3. Confidential interviews with major Marana employers.
4. Comparative analysis of Marana vis-à-vis regional and state competitors.
5. Data-driven research and analysis on best-fit sectors for Marana’s economic development.
6. Trend analysis on factors impacting and influencing the selected targeted sectors.
7. Comprehensive review, discussion and input from IO.INC’s BrainTrust, comprised of CEOs and industry experts.
8. Framing of goals and recommended actions to guide the Town of Marana in its economic development decisions.
9. Recommended indicators and metrics to assess Marana’s economic development progress.

Through this comprehensive approach, a short to mid-term economic development implementation roadmap was developed. This implementation roadmap is aligned with, supports and advances the achievement of the specific priorities and objectives established in the Marana Town Council’s Strategic Plan.



## FIGURE 1: IO.INC METHODOLOGY FOR ECONOMIC DEVELOPMENT STRATEGY





## SECTION 4: PRINCIPAL FINDINGS OF THE ENVIRONMENTAL SCAN/SWOT ASSESSMENT

The SWOT assessment provides invaluable insights from Marana citizens and stakeholders as to where the Mayor and Town Council may choose to devote their time, energy, resources and policy-making. Equally important, the SWOT assessment provides a fundamental building block for the Town of Marana’s economic development strategy and a “move ahead” implementation roadmap.

The success of the strategy is directly dependent on the active engagement, input and consensus among a broad range of Marana stakeholders - public, private and civic. Over time, a sustained commitment will be required, accompanied by measurement and evaluation to assess progress. A cornerstone of this strategy is a current and accurate understanding of where the community now stands in terms of its business climate and economic and community assets, weaknesses, opportunities and strengths.

To this end, beginning in September through December 2016, IO.INC conducted a SWOT analysis as a fundamental building block for Marana’s economic development strategy. One-on-one interviews were conducted, and stakeholder roundtables were convened, directly engaging 152 representatives of Marana’s public, private and civic communities; state and regional leaders, and external business/industry experts, including:

- ◆ Mayor Ed Honea and members of the Marana Town Council;
- ◆ Marana Town Manager Gilbert Davidson and members of the Town’s executive team and staff;
- ◆ External stakeholders in the community who play important roles in the Town’s economic development, quality of life and business base;
- ◆ Citizens of Marana;
- ◆ Key decision-makers and opinion leaders at the State of Arizona, Pima County and Tucson Metro region, each of whom has a high level of familiarity/experience with Marana;
- ◆ Commercial/industrial brokers and developers and real estate experts from both within Marana as well as externally from the Greater Tucson and Greater Phoenix markets;
- ◆ C-suite executives and national experts in economic development, business locations, hospitality and tourism and other targeted economic sectors.

In addition, a comprehensive review of all recent Town strategies, plans, reports and studies was conducted to maximize existing information and Marana’s investment in these endeavors.

IO.INC is very appreciative of the enormous investment of time and consideration invested by Curt Woody and Heath Vescovi-Chiordi of the Marana Department of Economic Development and Tourism, as well as by other Town staff, in arranging interviews and roundtables with Marana stakeholders.

The SWOT process that was employed for the Town of Marana was highly illuminating in terms of the depth and breadth of knowledge that public, private and civic stakeholders have about the “DNA” of the Town’s economy and community. Equally important was the pragmatism that each of the 152 stakeholders who participated in this process contributed to identifying challenges that confront the community.

One of the most important outcomes of this process is the earnest and high level of interest that Marana’s stakeholders have in ensuring that the Town remains an outstanding place in which to live, raise a family, work and do business. That is not to minimize their overall recognition of the importance of having a more diverse, less-retail dependent economy; rather, since Marana is a relatively young community, it does underscore the deeply-embedded understanding of and knowledge about how important a diverse economy is to the future of the community and its residents.

However, it also was very clear, based on the stakeholders’ input, that there is a deeply held belief that Marana must greatly improve and strengthen its economic development standing - both in terms of the Town’s own investments and program as well as the importance of becoming a prominent contender - in the highly competitive worldspace for business expansion, locations and startups.

Perhaps most compelling were the heartfelt expressions among Marana’s stakeholders that the Town can build a stronger economic base while also preserving the small town, family-friendly culture that they have come to cherish.

The pages that follow depict the top 10 qualities that have been identified in terms of highest frequency of observations offered in the SWOT interviews. While many more strengths, weaknesses, opportunities and threats were cited in the interviews, these factors were universally viewed as having the greatest impact on Marana’s future.





# STRENGTHS

## *Marana's Top 10 Strengths:*

- ◆ The people of Marana.
- ◆ Strategic location between Tucson and Phoenix.
- ◆ New community with a blank canvas to build a great future.
- ◆ Stable, consensus-oriented Town elected leadership.
- ◆ Family friendly, welcoming and safe community.
- ◆ Location on I-10, and 19 miles of frontage in Marana.
- ◆ Outstanding Town Manager and Staff.
- ◆ High quality of life.
- ◆ Abundant land/room to grow.
- ◆ Highly educated and affluent citizenry.

# OPPORTUNITIES

## *Marana's Top 10 Opportunities:*

- ◆ Establish a Downtown/Town Center.
- ◆ Attract high quality, high paying jobs.
- ◆ Develop the Marana Regional Airport.
- ◆ Establish a strong, unified identity for Marana.
- ◆ Attract an acute care hospital and more health care offerings.
- ◆ Invest in infrastructure to ensure the ability of the Town to grow its economy.
- ◆ Attract/grow arts and cultural amenities and venues.
- ◆ Ensure and facilitate the availability of building ready/shovel ready sites.
- ◆ Attract STEM-related jobs.
- ◆ Attract more high quality dining options.

# WEAKNESSES

## *Marana's Top 10 Weaknesses:*

- ◆ Very limited economic base.
- ◆ Lack of a well-defined and amenitized Downtown/Town Center.
- ◆ Limited range of high quality restaurants.
- ◆ Over-dependence on retail and construction sales tax.
- ◆ Absence of jobs commensurate with the professional skills, backgrounds and education levels and skills of Marana's residents.
- ◆ Lack of building-ready/shovel ready sites.
- ◆ Under-developed regional airport.
- ◆ Perceived as (and is) a bedroom community.
- ◆ Lack of cohesive Town Government vision for Marana's economic development future.
- ◆ Lack of a long-term infrastructure funding and construction strategy.

# TREATS

## *Top Threats to Marana's Economic Development/Competitiveness:*

- ◆ National economic downturn.
- ◆ Lack of regional transportation funding.
- ◆ Constrained water, wastewater and drainage infrastructure.
- ◆ Arizona State Legislature posture and policies toward municipal independence and powers, and the potential to continue to sweep funds.
- ◆ Insufficient investment in the future, e.g., infrastructure, community amenities.
- ◆ Absence of unified vision for the Town's future and identity.
- ◆ Competition from Pima County and other cities - inside and outside of Arizona.
- ◆ Inadequate diversification of the Town's economy.
- ◆ Lack of appropriate funding for public K-12 education.



## SECTION 5: PRINCIPAL FINDINGS OF THE COMPETITOR MARKET ANALYSIS

As one of several major building blocks for the strategy, the competitor market analysis presents a comparative assessment of Marana’s location attributes and business climate relative to key benchmark communities in the region. The competitor market analysis also provides an important perspective as to how the community competes for business expansions as well as new employers.

Applied Economics, LLC, a highly respected economics research firm based in Arizona and national in scope, served as IO.INC’s economic research partner for Marana’s economic development strategy. Applied Economics conducted the competitor market analysis for Marana.

The competitor market analysis provides a broad range of information on key socio-economic attributes for Marana as compared to the communities of Gilbert and Goodyear, as well as Pima County and Maricopa County. The comparative communities were selected after considerable research on Marana and the Greater Tucson and Phoenix regional marketplaces; consultation with the Marana Department of Economic Development and Tourism, and a review of the primary industries and business climate factors in these regions.

The comparison provides county and municipal level data on the following business location factors:

- ◆ **Population and Demographics:** Current and projected population, age, race, average household size, income.
- ◆ **Workforce:** Educational attainment, school enrollment, labor force participation, unemployment trends, occupational wages and workforce skills.
- ◆ **Economy:** Industry mix, employment growth and distribution of jobs by worker age, income level and educational attainment.
- ◆ **Market Access:** Interstate, rail and air transportation access.
- ◆ **Real Estate:** Office and industrial lease rates, inventory, vacancy rates and construction costs.
- ◆ **Quality of Life:** Cost of living, crime rates, housing costs, commuting, secondary education quality.
- ◆ **Taxes and Financial Trends:** Land state taxes, assessed value trends and retail sales data.



The key is to understand what Marana offers that it more valuable to expanding and newly-locating businesses than its competitors’ attributes. These factors enable the Town of Marana to gauge its comparative advantages in the larger regional market, and to identify areas that can be improved to enhance competitiveness for job creation and private capital investment.

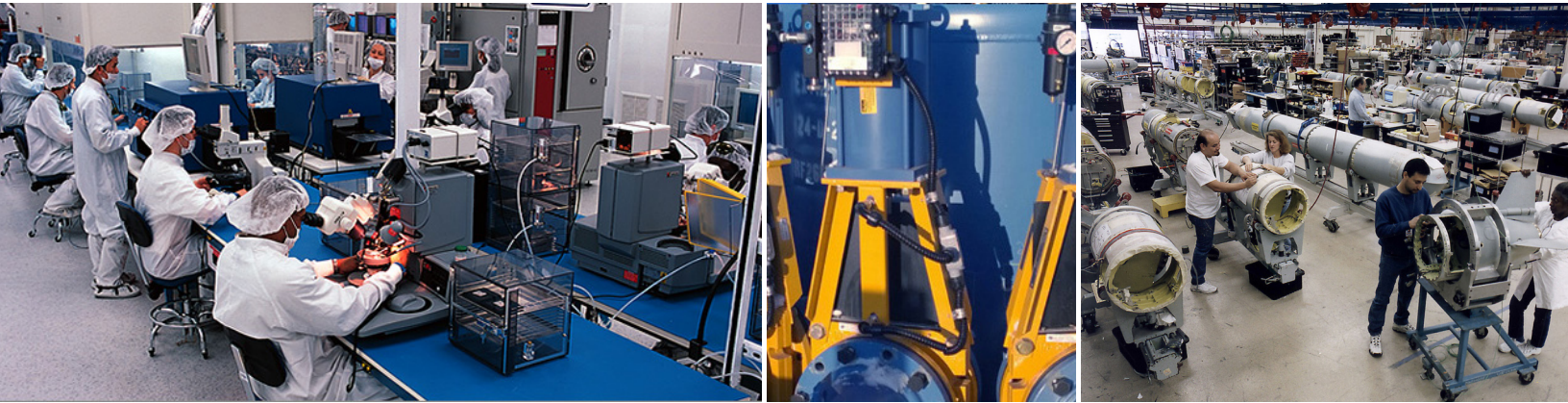
Overall, Marana has some key advantages, such as high educational attainment, good quality local schools, very low crime rates and long-term employment growth potential. Marana is in the early stages of its evolution and development cycle, but still needs to develop the economic diversity and depth of business support infrastructure that the comparative areas have already achieved. Table 2 provides a summary of comparative advantages and disadvantages for Marana relative to the other communities included in this analysis. Most of the Town’s strengths lie in its quality of life, market access, and educated labor force. While these factors are important, more work is needed to enhance the fundamental business climate assets required to support local economic development.

**FIGURE 2: FACTORS INFLUENCING BUSINESS EXPANSION/LOCATION DECISIONS**



**TABLE 2: MARANA'S STANDING**

Business Climate Factor	Marana Advantage or Disadvantage	Marana Facts
<b>Demographics</b>		
Age Structure	+	Population 25 to 64: 51.4%
Diversity	-	Hispanic: 21%
Household Income Growth	+	2010-2014: 2.3% Annual Growth
Per Capita Income	+	\$33,650
<b>Workforce</b>		
Educational Attainment	+	Bachelors or Higher: 40%
Share of Population Enrolled in Higher Education	+	25%
Share of Residents in Mgmt and Technical Occupations	+	26%
Labor Force Growth	+	2010-2015: 1.9% Annual Growth
Unemployment Rates	+	4.40%
Labor Force Participation	+	87.30%
<b>Economy</b>		
Projected Employment Growth	+	2015-2030: 4.9% Annual Growth
Industry Diversification	-	Very Limited
<b>Market Access</b>		
Market Access	+	Very Good
<b>Real Estate</b>		
Office Lease Rates	-	\$19.78, Higher than Metro Average
Industrial Lease Rates	-	\$7.56 Higher than Metro Average
Construction Costs	+	14% Below National Average
<b>Taxes</b>		
Sales Tax	-	2.5% City, Higher than Metro Average
Property Tax	+/-	2.57%, Below Metro Average
Retail Sales Per Capita	+	\$21,604
Assessed Value Growth	+	2007-2016: 21% Total Growth
<b>Quality of Life</b>		
Commuting	-	Avg Commute: 29 Minutes
Housing Affordability	+	\$161,000 Median SF Price
Crime Rates	+	Rate per 100,000 Pop: 2412.7
Secondary Education Quality	+	Above Average



## SECTION 6: RECOMMENDED TARGET ECONOMIC SECTORS FOR MARANA

A cornerstone of the Marana economic development strategy is the identification of target economic sectors for which Marana and the Southern Arizona region can be competitive, that also present significant opportunity for the generation of high-value-added, high paying career-oriented jobs for the community's residents.

These targets are industries that would most benefit from Marana's assets and be willing to expand and/or establish new facilities in the Town, and that bring value to the community in the form of investment, jobs, payroll and local purchasing. It is especially important for Marana's elected and management officials to understand what industries are most likely to prosper in the community so that they can focus their precious resources on retaining, recruiting and growing employers that will benefit from but also will contribute to Marana's business climate and community attributes.



**FIGURE 3: IO.INC TARGET ECONOMIC SECTOR SELECTION PROCESS**



The target economic sector analysis provides Marana with a list of industry groups to “target” and allocate resources to as part of the Town’s business retention and recruitment initiatives that will drive the diversification of the community’s economic base. Quantitatively, the analysis began with a review of historic industry trends in Pima County. The focus was on industries that have demonstrated significant growth in the county over the past eight years. National projections for future growth, as well as wage levels of each industry, also were taken into account.

For the qualitative approach, Marana’s business climate was evaluated from the perspective of local businesses as well as site location consultants and others who influence the business location decision making process. Based on these assessments, compatible industries were identified that have a high propensity to value the community’s assets and would be less affected by weaknesses in the local or regional business climate. Additionally, the preliminary target sectors were augmented with niche sectors representing new opportunities that may not be identified specifically in the regional trend data. Along with the presentation of recommended target industries for Marana, information on current trends in each target sector was identified and evaluated. Finally, research into the occupational needs of workers



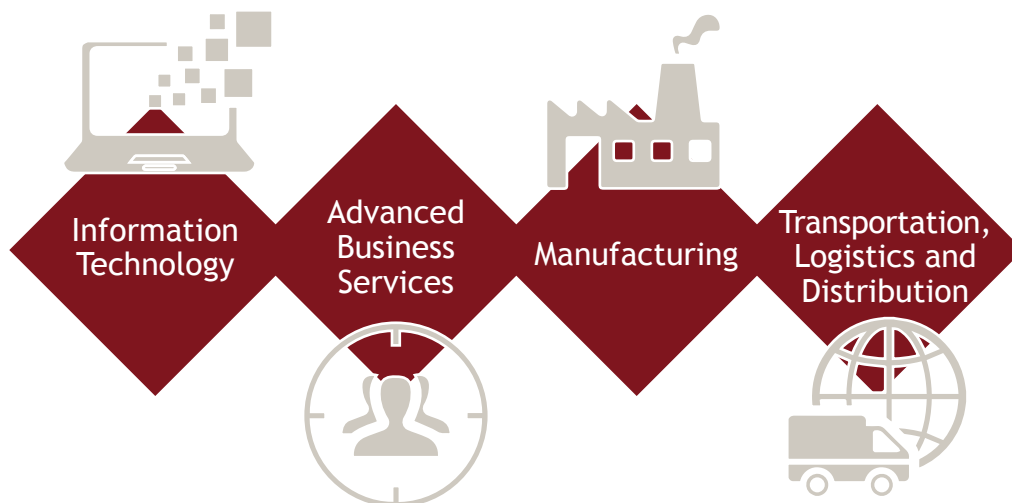
in these target economic sectors and niche sectors was conducted, providing Marana with a lens into the kinds of educational and training programs that are essential to preparing the community’s residents for career-oriented jobs in these sectors.

Although Pima County’s economy was still below pre-recession levels in 2015, there has been a significant number of new job announcements in recent months including Raytheon, Home Goods, Comcast and Caterpillar. Metro Tucson also experienced strong increases in job growth in 2016, and these new and expanding companies signal more growth for the region in the near future. These larger companies create opportunities for suppliers and business support services in communities such as Marana.

Presently, Marana’s benefits from a manufacturing base comprised of outstanding firms such as FLSmidth Krebs, Lasertel and Sargent Aerospace. The community also benefits from tourism associated with its own heritage assets; the Dove Mountain Ritz Carlton Hotel, which draws visitors and guests from throughout the world, and by virtue of its location in Southern Arizona. Still, with these assets, Marana’s economic base is limited, due in large measure to its relative youth.

The economic development strategy takes these factors into consideration, and focuses on Marana’s business location strengths, including its strategic location, well-educated and highly-skilled resident workforce, and operating cost advantages over other locations in Arizona as well as Southern California. The target economic sectors identified in this analysis offer the greatest potential for Marana to diversify its economy in a manner that will create quality jobs and bring new wealth to the local community. Target economic sectors were analyzed, prioritized and selected on the basis of the findings from the SWOT assessment, competitor market analysis and the in-depth analysis of the U.S., Arizona, Pima County and Marana economies. Based on both the qualitative and quantitative research and analysis, the recommended target economic sectors for Marana are:

**FIGURE 4: RECOMMENDED TARGET SECTORS FOR MARANA**



Source: Applied Economics, LLC and IO.INC 2016.

Firms in the Information Technology and Advanced Business Services sectors provide services, products and support for a wide range of other industries. Businesses in these sectors will serve the larger metropolitan economies of Southern Arizona and Greater Phoenix, as well

as the U.S. and world. They provide high paying jobs that offer significant opportunities for upwardly mobile, career-oriented jobs as well as entrepreneurship. They also are among the fastest-growing employment sectors in the U.S. and globally. Fabricated Metal and Machinery is a target economic sector that has strong growth potential to supply the aerospace and defense and mining sectors that are concentrated in Pima County and Southern Arizona. For Marana and Pima County, opportunities for expanded and new manufacturing operations will increase, especially due to the continued growth and expansion of Raytheon. The fourth target sector, Transportation, Distribution and Logistics, will be fueled by the continued increase in trade between the U.S. and Mexico; the continued growth of the region's population and employment base, most particularly, the manufacturing sector; the eventual opening of Lucid Motors and its supply chain; the opening of the PhoenixMart, as well as with the increased demand nationally for order fulfillment/distribution centers to support on-line retailers.





## SECTION 7: MARANA'S EMPLOYMENT CORRIDORS

Marana's current General Plan was first ratified in May 2011 and amended in April 2015; the General Plan is comprehensive, providing a sound and reasoned approach to all facets of the community's quality of life; residential, commercial and economic development; open spaces and recreation; educational opportunities; transportation, and the built environment. The vision and goals of the Marana General Plan are laudable, grounded in realism but with great aspiration for the community's future. Within its Economic Vitality section, the General Plan identifies nine activity centers designated for commercial and employment uses.

Given Marana's distinctive physical characteristics - most notably the fact that the community is bifurcated by Interstate 10 - it is important to integrate the Town's target economic sector opportunities within those planned employment areas that offer the greatest promise for short to mid-term business expansions, new business locations and startups. With its 126+ square mile land area, as well as a larger, 500 square mile market-serving region, it is essential that Marana focus its precious and limited resources on preparing those areas that can best accommodate firms of all sizes in the four primary target economic sectors that have been identified as having the highest growth potential for its economy and community: Information Technology, Advanced Business Services, Manufacturing, and Transportation, Distribution and Logistics sectors.

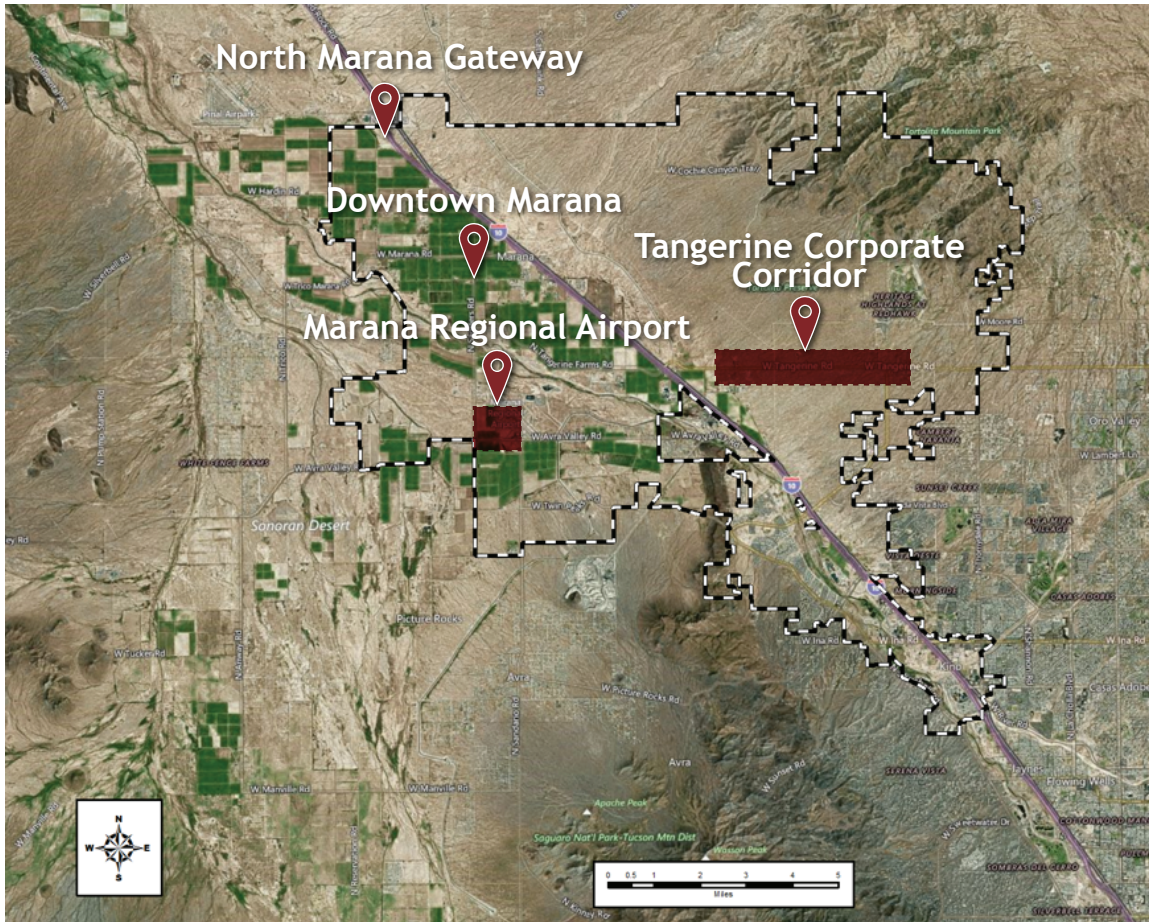
At present, Marana lacks significant "shovel ready or building ready sites", wastewater and other critical infrastructure that is fundamentally crucial to realizing significant employment development. The Town is therefore constrained in terms of being able to accommodate significant concentrations of high quality, career-oriented business and employment opportunities that are consistent with the Marana Town Council's strategic plan, its General plan and this economic development strategy.

Through the economic development strategic planning process, four areas in particular have been identified as vital employment corridors - areas that can and should become priority focus areas for public and private sector investment, planning and development for high quality employment and commercial development over the next five years. These employment corridors are consistent with the General Plan's economic activity areas; however, because the focus of the economic development strategy is on base economic sectors and industries, the emphasis here is on those areas that can eventually accommodate significant concentrations of firms in the target economic sectors. Each of these primary employment corridors offers its own distinct locational advantages and attributes, as well as



challenges that will need to be addressed to realize their individual and collective potential for Marana’s economic development. These four employment corridors include Downtown Marana, North Marana Gateway, Tangerine Road Corporate Corridor and the Marana Regional Airport.

**FIGURE 5: MARANA’S PRIME EMPLOYMENT CORRIDORS**



***Downtown Marana: Marana’s Civic and Community Heart***

Across the entire world, a community’s downtown personifies its window to the world. Downtowns are not only how the world sees a community, they also represent the heart and soul of the people and businesses who call that community home. Downtown is a vital intersection of business, commerce, tourism and cultural exchanges and serves as a fundamental cornerstone for the community’s economy and identity. A vibrant and healthy downtown benefits all citizens and businesses of Marana.

The Town of Marana has an extraordinary opportunity to create its downtown from the ground up. In Marana’s General Plan, Downtown Marana is located within a much larger area that has been designated as a Single Central Business District, which was created by the Marana Town Council in 2008.

Hormann & Associates, one of the nation’s leading downtown development consulting practices, was engaged to work with IO.INC and the Town of Marana Government and

key downtown stakeholders to assist in guiding the development of a vision and initial implementation plan. All members of the Marana Town Council were interviewed, and a workshop for Downtown Marana stakeholders was convened in December.

From that session, ideas were generated and priorities to advance the creation of Downtown Marana were identified. Many of these priority action steps can be achieved at no or low cost. However, to move forward, significant time on the part of Town Government staff will be required, as will the complete and active engagement of the private sector. Marana should move forward in implementing the following to establish the identity for Downtown Marana and begin to advance its development:

- ◆ Stage all community-wide events in what is now the Marana Civic Center to begin to reinforce the fact that this is the future location of Downtown Marana.
- ◆ Develop a brand promise for Downtown Marana - not a slogan, but the identification of an authentic vision of what the downtown can and should be and a realistic timeframe for how the downtown will evolve over time.
- ◆ Create a Downtown Marana infrastructure plan and timetable for its implementation; a shared vision of infrastructure and streetscaping is important not only to encourage development, but also to guiding and sustaining the community's vision for Downtown Marana.
- ◆ Develop design guidelines for Downtown Marana once the brand promise, infrastructure plan and implementation timetable have been devised.
- ◆ Establish a public-private downtown organization to sustain momentum and further solidify the partnership between Town Government and private land owners and developers. The goal should be to establish a community development corporation that would be vested with the ability to purchase land, facilitate land swaps and provide development incentives in accordance with local and state laws.
- ◆ Empower the Marana Parks and Recreation Department to ramp up events and initiate the development of a nonprofit events corporation that will eventually create and manage the guidelines for events in Downtown Marana. Over time, the nonprofit corporation can contract with the Town's Parks and Recreation Department to produce events.

### ***North Marana I-10 Corridor Gateway to Marana***

In Marana's General Plan, North Marana is considered as part of the Town's Single Central Business District and is a large Activity Center that also includes Downtown. For purposes of this economic development strategy, it is recommended that Marana consider its northernmost boundary along the I-10 corridor as the community's official gateway. Much of the land located along the I-10 corridor approaching Marana from the north presently is dedicated to agricultural uses. As the major entry point into Marana, this area needs a dedicated planning and development focus that will establish a clear identity to capitalize on the millions of people who travel along the I-10 each year. Currently, large employment projects that some envision for the North Marana Gateway area may be impractical because of the relative rural, undeveloped status of land in this area of the Town, much of which is owned by private property owners. To bring privately-owned land holdings to development-ready status for employment that is not yet planned, or is not realistically on the near-to-short term horizon or in Marana's pipeline of projects, is an unreasonable expectation at present because of the enormity of the investment that would be needed on a speculative basis. At the same time, one of the most heavily weighted business location decision factors

for both CEOs and site location consultants is the availability of building-ready or shovel-ready sites. Few companies today invest in greenfield sites for short to mid-range projects, and most have come to expect that the public sector will deliver the essential infrastructure required to support their facilities and operations.

The potential for the North Marana Gateway Corridor to serve as a major employment corridor is enormous. This area of Marana has prime locational attributes that will appeal to and accommodate significant concentrations of firms in the Information Technology, Advanced Business Services and Advanced Manufacturing sectors, as well as health care, higher education and other anchor institutions that will provide high paying, high value added and career-oriented jobs. Most assuredly, Marana needs to guard against the pressure for residential uses along this prime corridor. For the near term, however, Marana's emphasis for the North Marana Gateway area should entail:

- ◆ Ensure that any potential future amendments to the General Plan, as well as any area plans, preserve the land along the I-10 in North Marana for the highest quality office, research or advanced manufacturing uses.
- ◆ Develop a program that includes significant public input (design contest) to fund, design and install distinctive gateway monuments at Marana's entry point that will clearly delineate and establish Marana's identity.

### ***Marana Regional Airport Corridor***

As markets continue to grow and access to these markets becomes more important from a business locations standpoint, municipal and regional airports also are becoming increasingly important. Airports and the air access they provide are fundamental underpinnings of a community's competitiveness for economic development. The Marana Regional Airport represents a crucially important dimension of the Town's infrastructure as well as an equally important opportunity to foster economic development and diversify Marana's economy.

In 2012, the Federal Aviation Administration published ground-breaking research on the role of general aviation airports. The study found that general aviation airports serve essential societal needs, ranging from emergency preparedness and response functions to generating and supporting commercial, industrial and economic opportunities, including tourism and destination-oriented activities. The Marana Regional Airport has enormous potential to not only better connect the community with other markets, but to serve as a primary catalyst for economic development. The report also cites that of all private flying in the U.S., 12 percent is comprised of corporate flights using aircraft owned by a business enterprise and piloted by a professional. The Marana Regional Airport already is the destination for these types of flights, and the potential for even more is substantial.

In 2016, the Town commissioned an update to the airport's master plan. Several recommendations are forthcoming from this research, including the need to upgrade runways and install an air traffic control tower. Although a significant portion of the land surrounding the Marana Regional Airport is owned by the Arizona State Land Department, the Town owns approximately 70 acres just outside its fence. This site can be used to spur desirable economic development.

To ensure that the Marana Regional Airport is well-positioned to grow according to its master plan and also to realize its potential as a prime economic development catalyst for and concentration of a diverse range of business and economic activity, Marana's plans for this area should include:



- ◆ Vigorously pursuing Federal and state funding for airport improvements, including the upgrading of runways and the construction of an air traffic control tower;
- ◆ Investing in the infrastructure required to bring Town-owned land to building-ready status, including water, wastewater, telecom and roadways, and
- ◆ Designating a competitive, sufficient marketing budget to assure that the Marana Regional Airport is able to participate jointly with the Marana Department of Economic Development and Tourism in key business and tourism trade shows to promote the Town and the airport.

### ***Tangerine Road Corridor: NextGen Corporate Corridor for Southern Arizona***

The Tangerine Road employment corridor spans the area from I-10 and Tangerine Road to Dove Mountain. The land area immediately adjacent to the I-10/Tangerine Road interchange already is under development, anchored by Ventana Medical's Assembly and Distribution Center. Additional retail, residential and commercial development is planned.

The focus of the economic development strategy is on the land area along Tangerine Road from Dove Mountain to the more commercially-oriented development area that is emerging at the interchange. Anchored by the Ritz Carlton and high quality master planned communities proximate to Dove Mountain, the Tangerine Road employment corridor needs to be thoughtfully planned as a premier location of choice for 21st and 22nd century companies that exist today, and those that will emerge and flourish in the future.

Viewed from an employer standpoint, campus-type facilities featuring unimpeded vistas of the area's natural beauty, as well as an abundance of employee, residential and resort-oriented amenities should characterize this region. Envision research and business parks similar to those in the Dallas-Fort Worth Metroplex; Meridian International Business Center in Denver, CO; Alliance, TX; Irvine, CA, or a more modern and better-planned version of Chandler's Price Road Corridor. This employment corridor can be a highly-sought after location for both established "trophy" companies - firms that want their signature/logo on their award-winning LEED-certified buildings - as well as enterprises that have yet to be launched but have the potential to be America's next generation of great companies.

To ensure that this prime corridor is sufficiently protected for high quality, marquis employers and research and business parks, Marana's plans for this area should include:

- ◆ Preservation of open space and vistas;
- ◆ Predominance of acreage devoted to employment to accommodate large corporate campuses as well as clustered offices - no manufacturing, heavy industry or warehousing uses or immediately adjacent residential uses;
- ◆ Research and business park developments;
- ◆ Public recreational amenities - hiking, biking and parks that also have water features;
- ◆ Walkable neighborhoods and locally-oriented retail including shops, dining, and other amenities;
- ◆ Housing diversity - townhomes, condos, apartments, and
- ◆ Extended stay hotels.



## SECTION 8: IMPLEMENTATION ROADMAP FOR MARANA'S ECONOMIC DEVELOPMENT

With its keenly-focused political will and strong sense of self-determination, Marana has an unmatched potential to build a globally competitive economy while honoring its ancient history and family-friendly, small town charm. The Town already has been bold and ambitious in growing its land area, investing in basic infrastructure, recruiting significant retail, growing its advanced manufacturing base, and planning for its future. Now is the time for Marana to build on these assets and adopt a keen focus on diversifying its economy, especially while the Arizona and Southern Arizona economies are growing. This is no easy feat, but Marana has the drive, ambition and desire to create a great community for its residents and businesses - those who are in the community today and those who will establish their lives and livelihoods in Marana in the years ahead.

Marana's recommended economic development strategy is based on research and data, as well as significant stakeholder engagement and input. To ensure that an ambitious but attainable economic development strategy is launched and realized over the next five years, it is important that the Town of Marana's implementation roadmap is grounded in guiding principles that are aligned with the Marana Town Council's strategic plan while also serving as the foundational underlayment upon which to execute and provide continuity for these endeavors:

### *Guiding Principles for Marana's Economic Development Strategy*

- ◆ Embraces and capitalizes on Marana's strong sense of community and self-determination.
- ◆ Builds on Marana's existing assets and advantages.
- ◆ Identifies economic development opportunities that are compatible with Marana's community ethos, existing employers and built environment.
- ◆ Commits to a multi-year, long-term horizon.
- ◆ Aligns with the Marana Town Council's strategic plan.
- ◆ Assures accountability with clearly articulated goals, indicators and metrics.
- ◆ Focuses on diversifying Marana's economy and ensuring sustainable competitive advantage over the long-term.

## ***Recommended Economic Development Implementation Roadmap***

These guiding principles provide the guideposts to Marana's economic development strategy. Equally important is the unwavering commitment and purposeful action that is needed on the part of the Mayor, Council and Town Management. That leadership has and continues to be mission critical to Marana's fiscal, community and economic health and vitality. It also is important for Marana to galvanize its local, regional and state partners in championing and supporting the Town's continued growth and prosperity. Fully leveraging and maximizing the resources of Marana's partners, and ensuring that their missions are aligned with the strategic vision and goals of the Marana Town Council, is a fundamental dynamic for long-term economic development success.

***“The goal of this economic development strategy is to guide Marana to its best economic future, capitalizing on its existing assets as well as global and national business and industry trends in economic sectors that have the greatest potential to expand, locate and grow in Marana, providing high quality career-oriented jobs for the community's residents.”***

The goal of this economic development strategy is to guide Marana to its best economic future, capitalizing on its existing assets as well as global and national business and industry trends in economic sectors that have the greatest potential to expand, locate and grow in Marana, providing high quality career-oriented jobs for the community's residents.

Based on the comprehensive research and analysis that serves as the backbone of this economic development strategy, as well as on best practices from throughout the U.S., the recommended implementation roadmap is grounded in time-tested and proven approaches.

Marana's economic development endeavors should:

- 1. Forge a strong, unified community identity.**
  - a. Working with citizens groups, nonprofits, schools and HOAs, institutionalize a Town-wide initiative to champion and promote a singular community identity that Marana residents can embrace.
  - b. Identify and include such citizens groups as the Marana Citizens Forum and others to help develop and implement programs and activities that will serve to strengthen and expand the Town's identity throughout all areas of Marana.
  - c. Galvanize all citizens from throughout all areas of Marana to contribute to an online platform that identifies what they love most about Marana.
- 2. Fortify Marana's business-friendly business climate.**
  - a. Reinforce Marana's commitment to economic development, at all levels and throughout all branches/departments of Town Government. Economic development needs to be a standard business practice and way of life for the Town of Marana - every officer and employee of the Town needs to be an economic developer.
  - b. Maintain Marana's culture of commitment to sustaining and strengthening the Town's economy through Town Council policies and Town Government practices.
  - c. Establish a Town Council Subcommittee on Economic Development to help coordinate, align and support policies and funding decisions that will advance the implementation of Marana's economic development strategy.



- d. Institute annual business climate surveys to obtain input from Marana’s businesses and address areas that may need attention/improvement.
- 3. Make business retention the top priority for Marana’s economic development.**
  - a. Institute and maintain a consistent focus on business appreciation, retention and expansion activities.
  - b. Plan and execute Mayoral/Town Council Business Appreciation visits with Marana’s existing employers.
  - c. Position Marana as the “go to” and central point of contact for Marana’s existing employers who are seeking to remain, expand and grow in Marana. Engage other Town departments to ensure that they understand and support the role of the economic development team.
  - d. Convene sector-specific business executives and owners to discuss opportunities and challenges that are impacting their business operations in Marana.
  - e. Engage business executives and owners in Town deliberations about policies and programs that impact them.
- 4. Invest in infrastructure, quality of life and other improvements that will assure Marana’s ability to retain, recruit and grow firms and career-oriented jobs in the target economic sectors.**
  - a. Leverage Marana’s strong sense of self-determination and innovativeness to create new tools that will support basic community and economic development infrastructure.
  - b. Commit to effectively and expeditiously addressing Marana’s fundamental infrastructure challenges in the Town’s primary employment corridors:
    - i. Downtown Marana
    - ii. North Marana I-10 Gateway
    - iii. Marana Regional Airport
    - iv. Tangerine Corporate Corridor
  - c. Work directly with the new Arizona Finance Authority, which includes the Arizona Water Infrastructure Finance Authority, to identify potential low-cost financing opportunities to fund Marana’s water, wastewater and drainage needs.
  - d. Identify and cultivate potential private-public partnerships that could provide a source of funding for essential transportation and wastewater infrastructure.
  - e. Create a private-public downtown development corporation to implement the recommendations of the Downtown Workshop stakeholders; use public and private sector funding to get this organization off the ground.
  - f. Invest in the Marana Regional Airport and vigorously pursue federal and state funding necessary for a control tower and other essential airport infrastructure.
  - g. Initiate planning for Marana’s prime employment corridors and ensure that master plans, sub-area plans and zoning are compatible with and will support the preservation of these areas for employers in the target sectors.
  - h. Prioritize and invest in arts and cultural offerings that will enhance Marana’s quality of life and sense of community and place.

- 5. Ensure that Marana’s present and future employers will be able to cultivate, retain and attract the talent that they need.**
  - a. Inventory, continually monitor, and reaffirm priorities for skill requirements and workforce shortages that have been identified through visits to existing employers as well as from local, county, regional and state workforce development-oriented research.
  - b. Work with the Marana Unified School District and other local and regional educational institutions to share information, identify and deliver training and education programs necessary to meet the short and longer term talent needs for Marana’s employers.
  - c. Work with the Marana Chamber of Commerce to create and implement a “Marana Welcomes You” outreach program to immediately connect with and engage professional recruits and their spouses in community activities, boards and commissions that are in alignment with their personal interests.
- 6. Advance Marana’s participation in the national economic development arena.**
  - a. Expand/increase Town funding for economic development resources and associated initiatives; establish a multi-year budget commitment commensurate with the total market reach of Marana, and on par with similar competitor communities from within the region and state.
  - b. Commit to developing a strong Marana-only deal-generating pipeline of qualified leads and prospects independently of regional and state economic development organizations.
  - c. Proactively take the Marana story on the road, visiting with targeted firms, site location consultants, industry and trade organizations and potential deal-generating sources:
    - i. Conduct independent visits to leading commercial-industrial developers and brokers and site location consultants located in Southern Arizona, Greater Phoenix, and external markets, including Los Angeles.
    - ii. Participate with Sun Corridor, the ACA, the Arizona Office of Tourism and Visit Tucson in outreach missions to markets in the U.S. and Mexico where there are major concentrations of firms in Marana’s target economic sectors.
    - iii. Participate in the annual and regional meetings of the International Council of Shopping Centers.
    - iv. Participate in annual conferences and trade shows of the leading industry associations for Information Technology, Advanced Business Services, Manufacturing and Transportation, Distribution and Logistics.
- 7. Grow and attract quality firms and jobs - domestic and international - in targeted sectors.**
  - a. Information Technology: Computers; Software; Communications Systems; Healthcare IT.
  - b. Advanced Business Services: Professional and Business Services; Corporate and Divisional HQ; Financial Services; Insurance and Shared Services.
  - c. Manufacturing: Aerospace; Mining and Supply Chain Opportunities to Mexico.
  - d. Transportation, Logistics and Distribution: Supply Chain to Central and Southern Arizona Manufacturers; Fulfillment Centers; Support for Existing Manufacturers.
  - e. Visitor/Hospitality Commerce and Trade: Resorts/Hotels, Retail, Attractions.

8. **Create a Marana business location brand.**
  - a. Strengthen collaboration with all stakeholders who have a vested interest in the success of Marana’s economic development and tourism success - local, regional and state.
  - b. Leverage Town investments in tourism and hospitality to ensure that every business executive who visits Marana is educated about the Town’s economy and business opportunities.
  - c. Update Marana’s website to ensure that timely information is provided to communicate the Marana business image and case for doing business in Marana.
  - d. Develop a pocket card listing the top ten reasons for locating a business in Marana; distribute these cards to Mayor, Council, Town management and staff, the Marana Chamber of Commerce and other Marana stakeholders so that everyone is aligned in their messaging about Marana’s business climate.
  - e. Invest in and develop a business location brand for the Town of Marana.
9. **Adopt indicators and metrics to assess both the Town Government’s and economic development department’s progress.**
  - a. Institute a government-wide annual performance report card for Marana’s economic development.
  - b. Assure accountability and transparency by publishing web-based economic snapshots, indicators, and performance metrics as well as through traditional media and public information venues.
  - c. Institutionalize the performance accountability system, with annual and potentially bi-annual updates in a public forum to the Marana Town Council.







## SECTION 9: MEASURING MARANA’S ECONOMIC DEVELOPMENT PROGRESS

Communities throughout the U.S. have increased their emphasis on measuring the impact and value of the sizable investments that they make in their quest to grow and attract jobs, private capital investment and economic diversification. Historically, measuring the performance and value of economic development has been based primarily on quantitative inputs, e.g., jobs created, capex invested, increase in income taxes, etc.

Marana, like most municipalities in Arizona and across the nation, uses similar quantitative metrics. A review of the most current research and literature on economic development metrics from authoritative sources, including the International Economic Development Council (IEDC), the International City Management Association (ICMA), and the National Governors Association (NGA), underscores the importance of measuring the impact of public sector investments in economic development.

In the last 30 years, economic development has become a well-established profession in the U.S. and increasingly, across the world. While economic development professionals frequently are considered as primary catalysts for economic growth in their communities, the fact is that local, county and state governments play the central and outsized role in fostering economic growth within their domains. There is a multitude of factors and dynamics that influence how and where businesses startup, grow, expand and locate. Governments influence these factors and dynamics - some within and many outside of their direct control. Nonprofits, schools, universities and colleges, small business, major employers, public infrastructure, private finance, housing stock and a broad range of other institutions, services and resources all have an equally important bearing on how a community is perceived and how it fares in the realm of private sector job creation and capital investment decisions.

It is government, however, that creates the business climate for its community through tax and regulatory policies and through general attitudes. Every member of a government-whether elected, appointed or staff - has a direct role in economic development. This is an indisputable fact for all communities, including Marana.

To measure the impact and benefits of economic development, many states and communities across the nation are adopting more expansive metrics to assess their public investments in building their economies. Identifying realistic economic development metrics for the Town of Marana’s economic development initiatives needs to align with the Marana Town

Council’s strategic plan and the economic development strategy. The metrics also need to more realistically reflect the qualitative aspects of Marana’s work in economic development.

Generally, there are four primary groups of measures that are utilized universally in economic development: Economic Development; Economic Development Strategy; Business Climate, and Community Development/Quality of Life metrics. Specific data points for each of these groupings of economic development measures are delineated, and are consistent with best practices identified by the IEDC, ICMA and NGA. The Town of Marana’s management leadership should review all of these metrics and consider creating a dashboard that would provide accurate data published annually to present a basis for tracking how the community is faring in terms of the factors that are mission critical to retaining, recruiting and growing high quality, career-oriented businesses.

Economic development is not the sole responsibility of the Town’s Department of Economic Development and Tourism. Accordingly, the Business Climate metrics and the Community Development/Quality of Life metrics are the primary responsibility of the Marana Town Council, Town Management and all Town departments. Those metrics are found in Appendix A.

***Economic Development Metrics***

- ◆ Business Retention and Expansion Metrics
- ◆ Business Attraction and Marketing Metrics
- ◆ Tourism and Hospitality Metrics

**Business Retention and Expansion Metrics**

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- » Number of local businesses visited with high level, private-public sector delegations
- » Number of businesses expanded
- » Number of businesses retained
- » Number of jobs retained (full time, part time, contract, seasonal)
- » Number of businesses assisted (type of assistance)
- » Activities executed to support “Buy Local” campaigns

**Business Attraction and Marketing Metrics**

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- » Businesses attracted to the region (number and representation across target sectors)
- » Number of jobs attracted (full time, part time, contract and seasonal)
- » Total number and value of new development projects facilitated/assisted
- » New investment attracted/facilitated (overall, per project, public vs. private, ROI)
- » Increases in tax revenue/base growth
- » Wages/salaries of jobs attracted (overall average)
- » Incentives awarded (if any) and ROI
- » Number of prospect visits for business attraction
- » Number of active prospects in the pipeline
- » Increase in number of leads and prospects
- » Number of leads converted to bona fide prospects
- » Percent of prospects locating in the community
- » Source of leads and prospects (self-generated vs. external from state, brokers, etc.)

**Tourism and Hospitality Metrics**

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- » Number of visitors
- » Hotel occupancy rates
- » Hotel vacancy rates
- » Hotel room nights sold
- » Economic impact of visitor hotel room nights
- » Hotel tax dollars paid
- » Number of accommodations - hotels, motels, B&Bs
- » Number of businesses in the tourism sector
- » Number of new visitors to the community
- » Average length stay for tourists/visitors
- » Growth in tourism spending per visit
- » Number of tourism packages developed and presented
- » Number of tourism packages successfully closed

## Economic Development Strategy Metrics

- ◆ Implementation Metrics
- ◆ Collaboration Metrics
- ◆ Communications Metrics
- ◆ Stakeholder Satisfaction Metrics

### Implementation Metrics

- » Success in implementation of strategy (how many goals were initiated and achieved)
- » Linkages between the economic development strategy and other municipal plans
- » Change in composition of economic base over time (sectors, industries, startups, etc.)

### Collaboration Metrics

- » Private-public-civic engagement in the implementation of the economic development strategy initiatives
- » Public-private partnerships and alliances for major economic development initiatives
- » Relationships established within the community between and among mainstream business - large and small - and the local economic development organization
- » Collaboration between economic development/business organizations and postsecondary training and educational institutions and other workforce development organizations
- » Participation in regional and state economic development groups and activities
- » Broad public, private, university, civic and nonprofit input into community's dashboard

## Communications Metrics

- » Educating local and state elected officials on economic development practice and progress
- » Engaging/informing state, regional and local partners on economic development strategy and progress

### Stakeholder Satisfaction Metrics

- » Stakeholder satisfaction ratings (via annual survey)
  - » Public sector
  - » Private sector (businesses)
  - » Major civic and nonprofit groups
  - » K-12
  - » Higher educational organizations







## SECTION 10: MOVING FORWARD: NEXT STEPS FOR MARANA'S ECONOMIC DEVELOPMENT

### *Key Considerations for Moving Forward*

The Town of Marana enjoys an outstanding reputation for being forward-thinking, ambitious and aggressive in pursuing and realizing its community and economic development goals. Marana has benefited enormously from the stability and continuity brought by multiple years of service from its Mayor, Town Councilmembers and Town Manager. Even during the Great Recession of 2007-2009, Marana was able to continue its operations, deliver quality services to its residents and achieve economic and population growth - no small feat considering the impact of this period on the State of Arizona.

Southern Arizona - primarily Pima County - realized stronger economic growth in 2016 and projections for 2017 show that the region will continue to experience positive trends in business and employment growth. As well, the State of Arizona has and will continue to experience strong economic growth in the next several years (barring another national economic recession).

Marana stands to benefit substantially from this projected economic growth, and is in the enviable position of being able to be more selective about how it will achieve its own economic development goals. The Town needs to be prepared to align its economic development investments and efforts with the overarching goal of this economic development strategy: *to guide Marana to its best economic future, capitalizing on its existing assets as well as global and national business and industry trends in economic sectors that have the greatest potential to expand, locate and grow in Marana, providing high quality career-oriented jobs for the community's residents.*

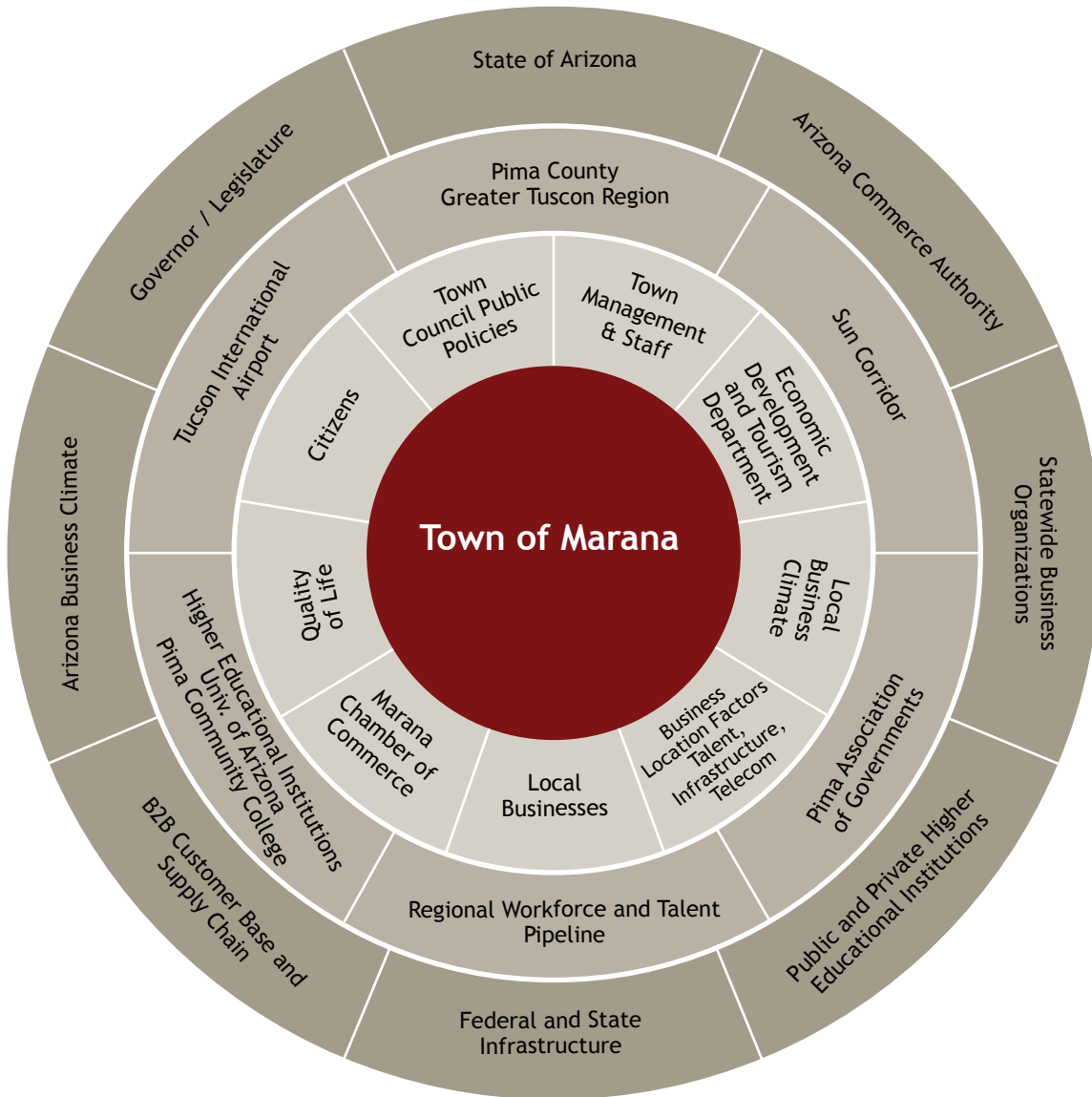
Although Marana for the most part has achieved its growth and prosperity with a nominal investment in its Economic Development and Tourism Department, to propel the community forward in an increasingly competitive economic development arena, Marana will need to invest more.

### *Collaboration with Partners*

Every successful economic development department or organization has a well-developed network of mutually beneficial partnerships. No single organization can effectively capitalize

on the broad range of opportunities and or address the many challenges that will present themselves over time. For Marana, it is important to strengthen existing partnerships as well as expand relationships, collaboration and cooperation with regional and state partners to realize the Town’s ambitious economic development goals.

### MARANA’S ECONOMIC DEVELOPMENT ECOSYSTEM



**Marana Chamber of Commerce:** The Town should work with the Chamber to help the organization develop the capability to serve as the primary “go-to” organization in Marana for small business development and assistance, as well as support the Chamber in instituting a “Marana Welcomes You” program for newly-locating professionals and their trailing spouses who are moving to Marana.

**Visit Tucson:** Marana has invested in building its own tourism program as part of its broader economic development functions. This initiative is important, as every community needs to

drive its own agenda and destiny. At the same time, Marana would benefit from participating in Visit Tucson’s program of work. The regional effort has more resources, a higher national profile and can create a pipeline of potential business and professional conferences and events that would be more costly and challenging for Marana to do on its own.

**Sun Corridor:** The Town’s relationship with this important regional economic development organization should be strengthened and formalized with an investment. On an informal basis, Marana enjoys a very positive relationship with Sun Corridor staff. The Town Government should have a seat at the table as a member of Sun Corridor’s Board of Directors, and be an encouraging and active participant in the region’s marketing initiatives - nationally and eventually, internationally.

**Arizona Commerce Authority:** Marana could greatly benefit from a closer working relationship with the ACA, especially in terms of its marketing and outreach, joint advertising and other programs. This will require an adequate budget to enable Marana to take advantage of these state-sponsored opportunities.

**Other Partners:** Other regional and statewide business and economic development-related organizations also provide a beneficial opportunity for Marana to leverage its resources in economic development and tourism, while building the capacity to create its own deal-generating pipeline of prospects. A stronger and higher-profile regional and statewide engagement on the part of Marana should be considered in groups such as the Arizona Technology Council, Startup Tucson and Arizona Small Business Association. Each of these statewide organizations has a major office/presence in Southern Arizona. Additionally, continuing to strengthen Marana’s relationship with the Arizona Office of Tourism would be beneficial in advancing the community’s tourism promotion initiatives.





## APPENDIX A

### *Business Climate Metrics*

- » Business-government relations
- » Ratings of the business climate among local businesses
- » Ease of doing business (average number of days to obtain permits, average cost of opening a business, average number of days to open a business)
- » Satisfaction rating of public services/facilities in the community
- » Increased diversity of businesses in the economy
- » Cost of doing business locally vis-à-vis the region
- » Local tax rates

### *Community Development/Quality of Life Metrics*

- ◆ Talent/Workforce Characteristics Metrics
- ◆ Technology and Innovation Metrics
- ◆ Business Climate Factors Metrics
- ◆ Quality of Life Metrics
- ◆ Environmental Metrics
- ◆ Real Estate: Commercial and Industrial Use Metrics

#### **Talent/Workforce Characteristics Metrics**

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- » Employment by sector and industry
- » Number of qualified workers for specific jobs and sectors
- » Job openings per sector
- » Educational attainment (HS, some college, bachelor's degree and higher)
- » Percentage of college educated workers and number of degrees granted (certificates, 2, 4 and graduate degrees)
- » Percentage of college educated residents and number of degrees awarded (2, 4 and graduate degrees)
- » Labor and training needs in the community (full-time employees, average wage rates, skill levels of work force, annual turnover rate, etc.)
- » Unemployment rate
- » Labor force participation rate
- » Average earnings per jobs
- » Wage growth (changes in average wages and salaries)
- » School enrollment P- 20
- » High school and college dropout rates
- » Teacher - pupil ratio in K-12 schools
- » Adult literacy rates

### **Technology and Innovation Metrics**

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- » Access to broadband internet
- » Number of commercial Internet domain names
- » Digitization of local and county government (online applications for business licenses, etc.)

### **Real Estate: Housing Metrics**

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- » Affordability of housing
- » Home ownership rates vs. renter rates
- » Cost of living
- » Property values (residential vs. commercial)
- » Ratio of housing to income
- » Average monthly rental
- » Housing conditions

### **Quality of Life Metrics**

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- » Median/average household incomes
- » Net worth and disposable income
- » Per capita income
- » Per capita income of households
- » Healthcare (number of hospitals, quality of healthcare offered, options for elderly care, disabled and other special populations)
- » Population diversity
- » Access to sports and recreation
- » Total and per capita expenditures on arts and culture (museums, parks, etc.)
- » Cost and availability of child care services
- » Park space inventory and proximity to residential areas
- » Number of celebrations and festivals in community and number of attendees
- » Walkability of the community
- » Volunteerism
- » Voting rates

### **Transportation and Public Transit Metrics**

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- » Average commute times
- » Travel times to other communities and employment centers
- » Access to mass transit
- » Reliability and accessibility of public transit
- » Transit service coverage and density
- » Cost of public transportation
- » Percent of population using public transportation
- » Bicycle and pedestrian networks
- » Percent of population carpooling to work
- » Highway accessibility
- » Population served in one-day trucking route
- » Air access

### **Environmental Metrics**

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- » Planned environmental improvements
- » Cropland value
- » Water quality and availability
- » Air quality
- » Preservation of farmland, natural habitats and open spaces
- » Per capita water use

### **Real Estate: Commercial and Industrial Use Metrics**

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- » Availability of shovel-ready and certified sites (number, acreage, zoning, infrastructure, etc.)
- » Number and value of redevelopment projects
- » Vacancy and absorption rates - retail, commercial, industrial
- » Average value of commercial property
- » Number of new building permits issued
- » Change in property valuation over time
- » Diversity of financing methods used for new developments (tax credits, leases, public use bonds, etc.)

