



COMMERCE



COMMUNITY
BUILDING



HERITAGE



PROGRESS
INNOVATION



RECREATION



STRATEGIC PLAN

December 15, 2009

*“Your legacy should be that you made it better
than it was when you got it.”
- Lee Iacocca*

Marana Strategic Plan – Action Agenda for the Future

The Marana Strategic Plan outlines the actions to be taken by the Town to address community needs and position Marana for future success. The Strategic Plan answers the following questions:

- Where are we now?
- Where do we want to be?
- How do we get there?
- How do we measure our success along the way?

The Strategic Plan is not a rigid document but a flexible tool that will be used by elected leaders and staff to ensure that resources, both financial and human, are efficiently targeted at the most important priorities. It is more than a “wish list.” It is a comprehensive blueprint to achieving Marana’s vision. Ensuring Marana’s quality of life as the community continues to mature is the ultimate goal. To achieve this goal requires diligent effort, leadership and commitment by all, including Marana’s citizens. Implementing the Strategic Plan is a collaborative effort requiring citizens, businesses, community leaders, and staff to move forward on the action strategies, review performance, and institute course corrections when needed.

The Strategic Plan is about community legacy building one step at a time. The achievements will be enjoyed by current residents as well as future generations. Working together, Marana can ensure that the community is an even greater place to live, work and play than it is today.

*“The only limits to our realization of tomorrow
will be our doubts of today.”
- Franklin D. Roosevelt*

Marana Today – Abundant Opportunities

Marana is a community “Inspired by its past, committed to the future.” 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 the community a great place to raise a family are the same assets that make Marana a quality business investment.

Location Marana is strategically located within the Sun Corridor Megapolitan Region; one of 10 identified megapolitan regions in the U.S. where demographers estimate that the majority of future growth will occur. Marana consists of 126 square miles with 17-miles of Interstate highway and rail frontage providing tremendous opportunities for attracting quality jobs so people can work closer to home.

People Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life. The State of Arizona has been one of the fastest growing states in the country and this growth is projected to continue. Arizona’s growth brings people and investment that will find quality places to live and raise a family in Marana. The population today is approximately 33,000 and is expected to grow to over 45,000 during the five-year strategic planning horizon.

Environment/Cultural Resources Land is one of the community’s most precious resources. Marana lies within the beautiful Sonoran Desert with wide open spaces and abundant wildlife. The Santa Cruz River and Tortolita Fan provide a unique setting and as a result of the confluence of waterways, the area has been attractive for settlement for more than 4,000 years. The people who settled left behind a rich legacy of cultural resources. Conservation and preservation of these assets are balanced with economic development and community sustainability.

With opportunities there are challenges that must be addressed. Ensuring that the community has adequate water, sewer, transportation and public safety infrastructure to meet the growing demands of a maturing community is difficult, particularly in a financially-constrained environment. Self-determination and innovative leadership are the community traits that Marana has demonstrated in the past that resulted in overcoming seemingly insurmountable challenges. These traits will serve the community well as it takes advantage of its abundant opportunities.

“The future belongs to those who believe in the beauty of their dreams.”
- Eleanor Roosevelt

Vision for the Future – Marana’s Strategic Framework

The one certainty about the future is that it will be different than today. Rapid change is occurring all around. Marana’s Strategic Framework outlines the vision for the future and identifies five focus areas with goals to achieve that vision. This vision is an achievable future state and dream rooted in reality. Overriding principles are those values that Marana strives to achieve in everything it pursues. Focus areas identify where resources (time, money and human resources) should be spent to achieve Marana’s vision. Strategic goals are longer-term statements of achievement that, if pursued over time, collectively will implement the vision.

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

Overriding Principals – Financial sustainability, collaboration with citizens, and developing strategic partnerships

Five Focus Areas

1. Commerce
2. Community Building
3. Progress and Innovation
4. Heritage
5. Recreation

Five Strategic Goals

- Build upon the unique combination of assets to attract and maintain career-oriented commerce.
- Create a safe community with a strong sense of place where diverse people are motivated to be involved and feel connected, needed and appreciated.
- Foster an open atmosphere that embraces change, creativity, innovation and calculated risk.
- Maintain a sense of community character by linking the past, present and future.
- Showcase the unique Sonoran Desert environment by providing diverse recreational opportunities that create economic benefits and accommodate a healthy lifestyle.

The Strategic Framework also outlines the specific initiatives and action strategies that will be pursued over the near term by the Town of Marana. These initiatives and action strategies are intended to implement the related strategic focus areas and goals.

Initiatives – Are defined as concentrated efforts that will lead to implementation of a related focus area and goal.

Action Strategies – Refer to the specific activities that Marana will undertake within a two-year timeframe. For each of the action strategies identified, staffing responsibilities and potential relative budget implications (range of impact: \$ = low budget impact to \$\$\$\$ = high budget impact) are indicated.

Marana's Action Plan

Focus Areas:



Commerce Center

COMMERCE



Community Building

COMMUNITY
BUILDING



Progress and Innovation

PROGRESS
INNOVATION



Heritage that Ties the Past to the Future

HERITAGE



Recreation Capital of Arizona

RECREATION



FOCUS AREA: Commerce Center
GOAL: Build upon the unique combination of assets to attract and maintain career-oriented commerce.

INITIATIVE: Initiate and complete the Economic Development Roadmap planning process that will guide decisions about economic diversification

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
<ul style="list-style-type: none"> • Complete Roadmap planning process as agreed upon by all involved parties • Present draft and solicit feedback on Economic Development Roadmap from citizen advisory commissions • Present plan for public comment via the internet and open house events • Submit plan for Mayor and Council study and adoption • Use groups identified in the Roadmap to execute elements of the plan • Revisit plan on annual basis to check progress • Explore creative ways to encourage development along Tangerine Road while preserving existing recreational and open space elements in Tortolita Mountains • Identify industries and land uses that are appropriate for development along the Tangerine Road corridor (east of Interstate 10) through the Economic Roadmap process • Address the transition from the planning phase to the implementation phase upon the Economic Development Roadmap's Adoption 	Manager's Office, Legal, Finance, Public Services, Development Services	\$\$-\$\$\$
Create a science and technology council with existing Marana major employers <ul style="list-style-type: none"> • Contact major Marana corporations • Create a list of interested participants and formulate a regular meeting schedule and scope of work 	Manager's Office	\$
Complete infrastructure master plan with representation from all utilities <ul style="list-style-type: none"> • Include this plan as a subset of the Economic Development Roadmap • Hold regular utility infrastructure subcommittee meetings to implement this element of the Roadmap 	Manager's Office, Public Services, Development Services	\$

INITIATIVE: Identify Town resources to engage in the recruitment of new business and industry		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Review current tax rates and strategies <ul style="list-style-type: none"> Research and benchmark with what other communities have done in this area 	Finance, Manager's Office, Legal	\$
Develop a strategy for attracting specific industries to Marana <ul style="list-style-type: none"> Use the Economic Development Roadmap process and steering committee to identify what industries match well with Marana Develop guidelines for Mayor and Council use in reviewing projects to see if they match well with community Develop a plan and budget for Town economic development staff to attend site selection and industry conferences and trade shows to attract companies to Marana 	Manager's Office	\$\$
Identify means to get "green" industries attracted to Marana <ul style="list-style-type: none"> Identify specific "green" industries Marana would like to attract Research what elements "green" industries look for in a community 	Manager's Office, Development Services	\$
Work towards making the Marana Regional Airport a "shovel-ready" place <ul style="list-style-type: none"> Plan and fund utility infrastructure through CIP process Work collaboratively with Arizona State Land Department to promote job development around the airport 	Public Services, Development Services Manager's Office, Finance	\$\$\$\$
Consider annexing Pinal Airpark <ul style="list-style-type: none"> Perform a complete cost/benefit analysis 	Manager's Office, Development Services, Public Services	\$
Assist shovel-ready property owners in marketing their sites <ul style="list-style-type: none"> Create database on Town website for site-seekers to research properties located in Marana 	Manager's Office, Technology Services	\$

INITIATIVE: Identify Town resources to engage in the recruitment of new business and industry

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Expand use of existing State of Arizona incentive programs, including job training grants and enterprise zones <ul style="list-style-type: none"> • Perform survey of area businesses to determine which are currently using State of Arizona incentive programs • Offer educational workshops or materials to employers on programs available • Market applicable available properties as being eligible for enterprise zone credits and reimbursements 	Manager’s Office, Development Services	\$

INITIATIVE: Identify resources and a strategy that supports the retention of existing businesses

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Create and implement a comprehensive business retention plan <ul style="list-style-type: none"> • Continue support of and increase interaction and co-sponsored programs with Marana Chamber of Commerce • Increase contact with existing businesses to determine their needs • Research a “buy local” marketing plan for Marana 	Manager’s Office	\$
Incorporate a “buy local” element, where possible, into the Town’s purchasing and procurement policies	Town Manager’s Office, Finance	\$
Identify redevelopment districts and establish incentive program to expand existing businesses or move new businesses within district boundaries <ul style="list-style-type: none"> • Research what other communities have done in this area and benchmark with successful communities 	Development Services, Manager’s Office, Legal	\$
Enhance Town website to showcase local businesses <ul style="list-style-type: none"> • Research hosting a business directory on Town website 	Manager’s Office, Technology Services	\$
Create the ability to train a workforce quickly <ul style="list-style-type: none"> • Enhance relationships and co-sponsored programs with K-12 and higher education institutions • Market State of Arizona and other job training grants and programs to area businesses 	Manager’s Office	\$

INITIATIVE: Evaluate annexation options that enhance commerce/business/industry and other strategic plan initiatives		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Evaluate and provide cost/benefit analyses of strategic annexations into Pinal County and other areas to protect Town's interests <ul style="list-style-type: none"> • Create and use cost-benefit analysis process tied to the Strategic Plan focus areas for evaluating annexations 	Development Services, Legal, Finance, Manager's Office	\$

INITIATIVE: Promote central business district and downtown projects to attract and retain commerce and strategies for funding and completing those projects		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Develop comprehensive downtown business plan <ul style="list-style-type: none"> • Convene stakeholders group with representation from public and private sectors/existing and future businesses 	Manager's Office	\$
Explore planning for multi-use arena in central business district <ul style="list-style-type: none"> • Identify potential sites, funding sources, and long-term viability for this type of facility 	Development Services	\$

INITIATIVE: Pursue legislative initiatives that support Marana's efforts to attract and retain commerce		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Protect flight property tax revenues required to fund airport capital projects	Manager's Office	\$
Pursue areas to increase commerce-related grants	Manager's Office	\$
Pursue funding for retention basin	Manager's Office	\$
Pursue mechanisms to incentivize alternative energy industries	Manager's Office	\$
Protect and expand existing legislation that enhances economic development	Manager's Office	\$

INITIATIVE: Identify economic development incentive policies and potential impacts		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Develop incentive program policies to attract career-oriented commerce	Manager's Office, Finance,	\$



<ul style="list-style-type: none"> • Research and benchmark with what other communities have done in this area • Review existing incentive agreements to determine what has been effective • Develop incentives policy for Mayor and Council use in decision making • Market incentives available to potential new employers 	Legal, Development Services	
<p>Create & market new economic development incentives specifically for Marana</p> <ul style="list-style-type: none"> • Research and benchmark with what other communities have done in this area 	Manager's Office, Finance, Legal, Development Services	\$

INITIATIVE: Identify and solidify partnerships throughout the state and the region that will facilitate commerce and commercial and industrial development activities		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Engage in more frequent contact with representatives from the Arizona Department of Commerce, Arizona State Land Office, and other related offices to inform them of Town's needs and plans	Manager's Office, Development Services, Public Services	\$



FOCUS AREA: Community Building
Goal: Create a safe community with a strong sense of place where diverse people are motivated to be involved and feel connected, needed and appreciated.

INITIATIVE: Secure all necessary water resources and infrastructure		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Continue the legal process to secure rights to effluent	Legal, Public Services, Manager's Office	\$\$\$\$
Consider acquisition of City of Tucson water system located in Marana	Legal, Public Services Manager's Office	\$\$\$
Provide necessary staff to delineate the Town's desire to locate the proposed CAP reliability reservoir at the Tangerine Road location	Parks, Development Services , Public Services, Manager's Office	\$
Review and propose new codes and/or amendments for water conservation and development of new resources <ul style="list-style-type: none"> Review and propose codes and ordinances that require sustainability plans for residential, commercial, industrial and agricultural land uses Review the residential irrigation code/differentiate between domestic supply and irrigation supply for SFR's and commercial units/dual metering/regulations on certain types of landscaping Require the continuation of development of non-potable systems and storage through-out the Town of Marana Review codes to include native plant and low-water usage landscape requirements within publically owned and maintained areas 	Development Services, Legal, Public Services	\$
Pursue legislation regarding stormwater and the ability to receive recharge credits	Public Services, Legal, Manager's Office	\$
Support the continued development of a non-potable reservoir at the termination of Postvale Road <ul style="list-style-type: none"> Identify location, funding needs, and potential partnerships 	Finance, Manager's Office, Public Services	\$

INITIATIVE: Secure all necessary water resources and infrastructure		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Identify cost and scope to redesign landscape at municipal complex to incorporate xeriscape landscape design	Development Services, Public Services	\$
Identify and consider options for resource acquisition and infrastructure improvement	Manager's Office; Public Services	\$\$\$\$

INITIATIVE: Maintain the current level of service or better to keep residents safe and secure		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Create metrics with baseline of current service levels <ul style="list-style-type: none"> Identify metrics and measures. (Response times, calls, issues) Identify benchmarks with other similar communities 	All Departments	\$
Develop an infrastructure plan and inventory of existing facilities <ul style="list-style-type: none"> Create a preventive maintenance plan for the existing infrastructure within the Town of Marana 	Public Services, Parks and Recreation, Finance	\$\$
Periodically conduct community survey to identify citizen preferences <ul style="list-style-type: none"> Perform assessment of current public safety services to see if they are generating value for the cost (e.g. police special units) 	Parks and Recreation, Manager's Office	\$\$
Update the disaster recovery plan and emergency operations planning and include outreach to the public <ul style="list-style-type: none"> Identify strategies to address emergency response needs and access for east and west sides of I-10/UPRR/Santa Cruz 	Police, Public Services, Manager's office	\$
Identify scope and resources needed for a facilities master plan for the town	Development Services, Public Services	\$
Evaluate providing satellite services at alternative locations to the MMC <ul style="list-style-type: none"> Consider use of police mobile command center to provide police services Evaluate centralized cashing function 	Manager's Office, Finance, Development Services, Public Services, Police	\$\$
Explore the current fiscal realities methodologies and strategies to diversify revenues so levels of service can be maintained and/or to identify alternative means of service delivery. Examine the Town's cost and fee structures for programs. Examine a tiered	Manager's Office, Legal, Finance, Public Services	\$



INITIATIVE: Maintain the current level of service or better to keep residents safe and secure		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
user fee system for residents vs. non-residents-especially if the alternative is to eliminate.		
Develop more detailed methods for making programs (e.g., recreation) sustainable over the long term and to ensure long term operations and maintenance.	Manager's Office, Parks and Recreation, Public Services, Finance	\$
Explore ways to partner with other organizations to maintain service levels and maximize resources. Examples of partnerships could include greater joint use of facilities with MUSD.	Manager's Office, Legal, Parks and Recreation	\$

INITIATIVE: Identify short- and long-term solutions to solid waste disposal for the Town and its residents		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Develop an education and outreach program to prevent wildcat dumping and preserve natural beauty; ensure adequate funding for code enforcement, MPD and Courts for increased wildcat dumping	Police, Public Services, Development Services	\$\$\$
Investigate the opportunities to develop partnerships with public and private entities to ensure safe and consistent disposal of solid waste <ul style="list-style-type: none"> Investigate public/private partnerships that develop revenue for the Town 	Public Services, Development Services, Manager's Office	\$

INITIATIVE: Ensure that engineering and design solutions are implemented to protect (mitigate) businesses and residents from flood events		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET

INITIATIVE: Ensure that engineering and design solutions are implemented to protect (mitigate) businesses and residents from flood events		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Finalize FEMA map revision process <ul style="list-style-type: none"> • Work to remove existing structures out of FEMA designated impact areas, by investigating engineering solutions to allow business and residences not to be required to maintain flood insurance. • Ensure that all proposed engineered solutions are the best engineering practices to protect the town and future residents – each proposal shall be analyzed with the finalized CMG drainage model 	Development Services	\$\$
Investigate funding opportunities for the construction of the Barnett channel	Development Services, Manager's Office	\$
Begin the preliminary design for Marana road alignment channel which will be necessary to facilitate development in NW Marana	Development Services, Public Services	\$\$
Hold public education sessions on flood hazards <ul style="list-style-type: none"> • Hold workshops on various rate plans for insurance 	Development Services	\$
Use legislative resources to obtain allocation from federal government for flood insurance mitigation	Manager's Office	\$

INITIATIVE: Create a sense of community identity and "community place"		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Continue to support the development of Marana's main street/downtown development <ul style="list-style-type: none"> • Continue to investigate the development of a Marana Main Street/downtown improvement district to spur infrastructure development • Provide redevelopment opportunities to create façade and landscaping improvement programs for existing businesses on Sandario Road so that they will fit in with the downtown vision and appearance 	Manager's Office, Development Services	\$
Develop and Identify a marketing/branding strategy and outreach program <ul style="list-style-type: none"> • Develop/identify theme that can be maintained throughout all segments of Marana 	Manager's Office	\$\$\$
Undertake branding initiative and website redesign	Manager's Office, Development	\$\$



INITIATIVE: Create a sense of community identity and “community place”		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
<ul style="list-style-type: none"> • Ensure Marana “signature” design on public facilities • Develop an Airport terminal that is a landmark within the Town of Marana • Freeway interchange design 	Services, Public Services, Parks and Recreation	
Work with post office to change zip code to Marana zip code	Manager’s Office, Town Council	\$
Continuously evaluate and improve the citizen advisory boards and commission process including recruitment, training, outreach, reporting, and communication with the Town Council	Manager’s Office, Town Clerk	\$

INITIATIVE: Improve community involvement and education		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Identify an outreach and education plan <ul style="list-style-type: none"> • Partner with other entities, schools and organizations 	Manager’s Office	\$\$
Work with schools to explore the possibility of locating new educational facilities in Marana to increase knowledge and skills required to support a diverse community. <ul style="list-style-type: none"> • Explore the possibility of acquiring a distance learning center • Explore the possibility of a 4-year University extension • Explore ways to assist and support improvements to our educational system including support for vocational training and development of education facilities within the town. 	Manager’s Office, Development Services	\$
Expand Town volunteer program	Manager’s Office, Parks and Recreation	\$
Focus on the importance of improved communication and interaction. Identify and implement ways to have council members more engaged in community meetings and activities so that information can be disseminated from the Town’s leadership (e.g., develop a community activities calendar for Council members so that they can attend more community event and meetings).	Manager’s Office	\$



COMMUNITY
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INITIATIVE: Partner, support, and promote the development of healthcare facilities		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Continue to fast-track and prioritize health care facility development applications	Development Services, Public Services	\$

INITIATIVE: Create a culture and instill a value of community building with our employees		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Establish a volunteer program where employees can use hours to volunteer within the community	Human Resources	\$\$
Create a “safe place” for employees to have input on projects and processes	Manager’s Office	\$
Implement employee and citizen think tanks for big projects	Development Services, Manager’s Office	\$\$

INITIATIVE: Partner, support and promote the development of diversified and affordable housing opportunities for residents		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Partner with agencies to promote and provide affordable housing alternatives, such as Habitat for Humanity	Community Development	\$
Seek grants and other alternative forms of funding for affordable housing and housing assistance	Community Development	\$
Continue to plan for the Honea Heights Affordable Housing Project	Community Development	\$
Continue to identify needs and pursue alternative funding sources for rehabilitation of infrastructure in the older neighborhoods and Colonias	Community Development	\$

FOCUS AREA: Progress and Innovation

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

INITIATIVE: Create an organization of excellence

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
<p>Evaluate and identify programs and processes to encourage innovation and risk-taking by employees</p> <ul style="list-style-type: none"> • Consider a rotation program for employees to observe and experience other positions within departments and the town as a whole • Implement a suggestion program for employees • Identify strategies to create an environment that facilitates regular cross functional meetings for planned risk taking • Evaluate a way to celebrate and reward employee risk taking and make recommendations to the Town Council • Create an employee “think tank” process, and periodically schedule sessions that focus on organizational opportunities and issues 	<p>Human Resources, Manager’s Office</p>	<p>\$</p>
<p>Research and implement a process for identifying and reporting metrics and measures that can be used to guide management decisions and provide information about council policy direction (performance measurement program)</p> <ul style="list-style-type: none"> • Identify opportunities/process to collect data and report measures that are indicative of the town’s performance in key focus areas of the strategic plan • Identify opportunities/process to collect data and report operational measures that assist with management • Identify communities that can serve as benchmarks 	<p>Town Council, Manager’s Office</p>	<p>\$</p>

INITIATIVE: Create an organization of excellence		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Continue employee education and professional development programs including tuition reimbursement, certification training, safety training, and other business workshops <ul style="list-style-type: none"> • Use in-house expertise to teach training programs • Offer internal training workshops on employee skills, including business and professional writing, customer service skills, etc. • Create and implement a town-wide safety committee/program 	Human Resources, Manager's Office	\$\$
Survey and monitor best-practices in both the public and private sector <ul style="list-style-type: none"> • Utilize membership in the Alliance for Innovation and be active participants • Network with communities throughout Arizona to learn about innovative practices • Ongoing identification, evaluation and recommendation of tools, processes and programs that enhance citizen communication and involvement and promote the transparency of governmental operations and decision-making 	All Departments	\$
Retool Marana 101 <ul style="list-style-type: none"> • Reconvene the Marana 101 Committee to discuss new ideas • Set up a regular meeting schedule for the Committee to evaluate the program's progress • Use survey data from program participants to continually evaluate how to improve 	Marana 101 Committee, Town Clerk, Human Resources	\$
Continue to find avenues to increase communication with and between employees throughout all levels of the organization <ul style="list-style-type: none"> • Town Manager should hold regular meetings with all levels of employees to solicit input on major issues • Enhance the "INTRAnet" site and implement strategies that encourage employees to utilize the site • Implement an organization-wide communication program about the strategic plan that includes opportunities for ongoing employee input 	Manager's Office, Technology Services, Human Resources	\$

INITIATIVE: Create an organization of excellence		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Link the strategic plan to the employee performance management system	Human Resources, Manager's Office, All Departments	\$\$
Leverage the use of technology in communicating with residents and employees <ul style="list-style-type: none"> • Create an electronic directory of town services 	Manager's Office, Technology Services	\$
Continue to improve internal communications	Manager's Office, Human Resources, All Departments	\$
Ensure the Strategic Plan addresses the impacts that environmental restrictions (e.g., Cap and Trade) will have on Marana. Ensure that there is a focus on energy efficiency in the Strategic Plan.	Manager's Office, Development Services, Public Services	\$

INITIATIVE: Encourage excellence and innovation within the community and the same from projects being proposed by developers and those looking to invest in Marana		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Create or participate in recognition opportunities that show community innovation <ul style="list-style-type: none"> • Apply for regional and national recognition programs such as Common Ground Awards, professional association recognition programs, etc. • Develop a uniquely Marana award program for residents or businesses who make significant and innovative contributions to the community • Create recognition opportunities to show-case developers who incorporate innovative and sustainable landscaping designs into projects 	Town Council, Manager's Office, All Departments	\$\$
Develop a comprehensive "green building" program for both private and public construction <ul style="list-style-type: none"> • Analyze and update town building and land development codes as appropriate to account for new innovations in "green building" and sustainability • Research and develop policies for implementation and incentives to build in a sustainable manner 	Development Services	\$\$

INITIATIVE: Encourage excellence and innovation within the community and the same from projects being proposed by developers and those looking to invest in Marana		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Evaluate documents and processes to identify links to strategic plan focus areas and a mechanism for including those links <ul style="list-style-type: none"> Utilize the strategic plan in the development of the CIP and the annual budget Identify links to the strategic plan during review of development applications Identify links to the strategic plan as part of the Economic Development Road Map process 	Manager's Office, Finance, Development Services	\$
INITIATIVE: Create processes and programs that encourage creativity, innovation and calculated risk		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Create an award program (including non-monetary rewards) that recognizes employee innovation and achievements directly related to the Strategic Plan and mission-critical initiatives	Human Resources	\$\$
Work with Marana Municipal Court to implement community service program with offenders <ul style="list-style-type: none"> Research and benchmark with what other communities are doing in this area 	Courts	\$
Partner with Chamber to create an award for Marana businesses that encourage innovative thinking	Finance, Manager's Office	\$
INITIATIVE: Develop partnerships, policies and programs that foster innovation and effective use of taxpayer resources		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Partner with higher education institutions and community organizations <ul style="list-style-type: none"> Discuss with Pima Community College and the University of Arizona the feasibility of holding classes at municipal facilities, both during and after hours; work to match class locations to their respective fields of study in the workplace (e.g. aerospace engineering classes at the Marana Regional Airport, recreation and natural resources classes at Parks & Recreation facilities, etc.) 	Manager's Office, Human Resources	\$



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Explore options to partner with other organizations for training and employee development opportunities	Human Resources	\$
Identify partnerships and IGAs with other communities in the region where mutually beneficial solutions to service delivery can be achieved	All Departments	\$



FOCUS AREA: Heritage that Ties the Past to the Future
GOAL: To maintain a sense of community character by linking the past, present and future.

INITIATIVE: Incorporate and showcase Marana’s heritage in its signature events

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Expand Founders’ Day to be a weekend event, <ul style="list-style-type: none"> • Add Western Heritage theme. • Provide “living culture” activities/re-enactments • Incorporate Native American tribes and Spanish expeditions into heritage displays, and activities • Develop options to expand and/or reinvent the Founders Day celebration to encourage more participation by residents, businesses and various Marana organizations like the Marana High School Alumni Association 	Parks and Recreation, Police, Public Services	\$\$
Evaluate need for Heritage and Arts Board or Commission <ul style="list-style-type: none"> • Identify staffing to Commission • Identify role and projects 	Manager’s Office, Town Council, Parks	\$
Identify other events that could be held at Heritage Park.	Parks and Recreation	\$
Create a naming program to give historically significant names to parks and public facilities <ul style="list-style-type: none"> • Revise public naming guidelines 	Town Council, Manager’s Office, Parks, Development Services, Public Services	\$

INITIATIVE: Establish or support organizations that promote the Town’s heritage and history

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Review and propose a policy that identifies how public art on new construction projects is to be heritage related	Public Services, Development Services, Manager’s Office	\$
Partner with groups that support Anza Trail to evaluate a multi-jurisdiction historical re-creation of the Anza Trail journey	Parks and Recreation	\$\$
Request that a representative from the Town serve on Western Heritage Committee	Town Council, Parks and Recreation, Manager’s Office	\$



INITIATIVE: Establish or support organizations that promote the Town’s heritage and history

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Create a “Marana Hall of Fame” recognition program for significant community achievements	Parks and Recreation, Town Clerk	\$\$\$
Support and participate in the proposed Santa Cruz Valley National Heritage Area	Parks and Recreation, Manager’s Office	\$
Identify opportunities to partner with the Marana Heritage Conservancy (501C3) to enhance the heritage activities in the community. Develop a strategy that identifies opportunities for coordination and partnering to implement the Strategic Plan’s Heritage initiatives.	Manager’s Office, Parks and Recreation, Finance	\$

INITIATIVE: Continue to use the founders’ experience or expertise in all future community activities

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Involve ethnic history preservation organizations from the local community in Town’s heritage planning and development	Parks and Recreation	\$

INITIATIVE: Build facilities that focus on the Town’s heritage

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Identify properties that are historical or will be historical (inventory) for potential preservation efforts	Development Services	\$\$\$\$
Create Marana historic building code	Development Services	\$\$
Partner with private and non-profit sector to fund historic facilities	Parks and Recreation	\$

INITIATIVE: Develop policies that link Marana’s heritage to projects and programs

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Adopt architectural design standards that incorporate historical aspects of the Marana region <ul style="list-style-type: none"> • Apply heritage design standards to Marana infrastructure development projects and CIP. 	Development Services	\$\$



Support the inclusion of the Heritage Park as a public transit stop	Community Development	\$
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INITIATIVE: Document and disseminate Marana's history		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Evaluate option to partner with educational institutions to create oral history process and initiate project	Parks and Recreation	\$
Identify and showcase the contributions of different people and ethnicities to the settlement and development of Marana	Parks and Recreation	\$\$
Explore partnering with MUSD to include Marana history component in curriculum.	Parks and Recreation	\$
Insert history and culture content on website	Technology Services, Parks	\$

FOCUS AREA: Recreation Capital of Arizona

GOAL: Showcase the unique Sonoran Desert environment by providing diverse recreational opportunities that create economic benefits and accommodate a healthy lifestyle.

INITIATIVE: Identify, undertake and/or complete planning processes for parks, open-space, and recreation facilities

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Create linkages with other parks and recreation facilities throughout the Tucson Metropolitan Area <ul style="list-style-type: none"> • Identify potential linkages in parks master plan • Identify opportunities to joint venture with other jurisdictions or private entities • Focus planning for joint use community centers or similar assets to provide a wide range of options 	Parks and Recreation	\$
Develop multi-event complex that would include rodeo, sports, and concerts <ul style="list-style-type: none"> • Identify partners, funding sources, and potential locations • Research financial viability of facility based on location and demographics • Create plan for development of facility 	Town Manager's Office, Parks and Recreation	\$\$\$\$
Promote healthy outdoor lifestyle enhanced by historic culture <ul style="list-style-type: none"> • Identify recreation opportunities near historic sites (e.g. Heritage House, Santa Cruz River alignment, etc.) 	Parks and Recreation	\$
Incorporate major destinations/landmarks for recreation to ensure they are properly marketed and utilized <ul style="list-style-type: none"> • Identify major landmarks near recreation facilities • Create plan for locating trails, parks, and facilities near landmarks or other destinations 	Parks and Recreation	\$
Incorporate small desert parks at trailheads to create multiuse opportunities <ul style="list-style-type: none"> • Identify locations where this type of development could occur • Revise land development code/development standards to require this type of construction 	Parks and Recreation, Development Services	\$\$\$



INITIATIVE: Identify, undertake and/or complete planning processes for parks, open-space, and recreation facilities		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Develop the Bureau of Reclamation park site on Avra Valley Road <ul style="list-style-type: none"> Meet with Bureau of Reclamation/Department of the Interior to ensure agreements for park site are finalized Leverage legislative resources to fully fund this project Begin site planning work (e.g. environmental, drainage, etc.) 	Parks and Recreation, Manager's Office, Legal, Public Services, Finance	\$\$\$\$
Finalize Parks & Recreation Master Plan <ul style="list-style-type: none"> Complete all planning steps, including public comment and adoption by Town Council, incorporating elements from the Strategic Plan Include Town's recreational vision and goals for Tortolita Mountains area in Parks Master Plan Address the transition from planning to implementation of the parks and Recreation Master Plan upon adoption. 	Parks and Recreation, Town Council	\$

INITIATIVE: Pursue recreational and tourism development opportunities/projects that promote multifunctional use and enhance water reliability to attract visitors and tourism dollars		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Develop CAP reliability reservoir as a recreational amenity <ul style="list-style-type: none"> Finalize all agreements with regional partners Leverage legislative resources to fully fund this project Begin site planning work (e.g. environmental, drainage, etc.) 	Manager's Office, Parks and Recreation, Public Services, Finance	\$\$\$\$
Continue development of the shared-use path along the Santa Cruz River <ul style="list-style-type: none"> Develop a plan for phasing the remaining sections within Marana limits; incorporate as appropriate in Capital Improvement Planning process Explore opportunities to connect the path to other sections region-wide Consider the placement of benches, water fountains and restrooms along the shared-use path 	Parks and Recreation, Public Services, Finance	\$\$\$\$
Explore options for the development of urban reservoirs or lakes <ul style="list-style-type: none"> Identify sites where this type of development could occur Meet with Arizona Game & Fish Department to discuss partnerships 	Parks and Recreation	\$



<p>Include an initiative/strategy to support the development of recreational amenities as part of the planning for the Reliability Reservoir project. Staff will bring forward to Town Council the various decision points and partnering opportunities with Bureau of Reclamation regarding the project.</p>	<p>Manager’s Office, Public Services, Development Services, Parks and Recreation</p>	
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INITIATIVE: Ensure that future development, land-use and projects protect and showcase the Sonoran Desert and all its inhabitants		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
<p>Complete the Habitat Conservation Plan</p> <ul style="list-style-type: none"> • Continue stakeholder process to complete and adopt the plan • Identify funding sources for implementation of the plan • Create process for monitoring and evaluating plan’s progress and effectiveness over time 	<p>Development Services, Manager’s Office, Finance, Public Services</p>	<p>\$\$\$\$</p>
<p>Incorporate key initiatives from Strategic Plan into land development code</p> <ul style="list-style-type: none"> • Reconvene land development code rewrite committee • Incorporate Strategic Plan initiatives into all development services publications (e.g. checklists, applications, codes, etc.) 	<p>Development Services, Legal</p>	<p>\$</p>
<p>Develop IGA with Arizona State Land Department to control off-road use in Tortolita Fan</p> <ul style="list-style-type: none"> • Identify objectives and convene meeting with ASLD 	<p>Parks and Recreation, Legal, Manager’s Office</p>	<p>\$</p>
<p>Research opportunities for a gun range and managed off-road trails</p> <ul style="list-style-type: none"> • Identify potential locations for these amenities in future recreation facilities 	<p>Parks and Recreation</p>	<p>\$</p>

INITIATIVE: Increase visibility and participation by residents and visitors in Marana’s “signature” events		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
<p>Incorporate recreational activities with major town events</p> <ul style="list-style-type: none"> • Explore the possibility of combining existing recreational events with existing major events • Use an “activities for all ages” marketing approach to event planning 	<p>Parks and Recreation</p>	<p>\$\$</p>

INITIATIVE: Increase visibility and participation by residents and visitors in Marana’s “signature” events		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Incorporate recognition and awards with appropriate “signature” events	Parks and Recreation	\$\$
Explore options for using community groups as volunteer labor for major events	Parks and Recreation	\$
Improve major event marketing efforts <ul style="list-style-type: none"> • Incorporate non-Town employees into an event planning committee • Advertise activities for all ages at major events 	Parks and Recreation	\$\$
Use the Heritage Festival to showcase local Marana culture (e.g. arts, food, heritage, community groups, etc.)	Parks and Recreation	\$\$

INITIATIVE: Create and implement marketing and outreach efforts that promote Marana as a recreation and tourism destination		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Advertise Marana as a year-round recreation tourism destination <ul style="list-style-type: none"> • Use various outreach mechanisms to market Marana during the Accenture Match Play Tournament • Develop partnerships related to the PGA tour to promote Marana as a destination 	Manager’s Office, Parks and Recreation, Development Services	\$\$\$
Partner with tourism agencies <ul style="list-style-type: none"> • Perform a cost / benefit analysis of joining various tourism and marketing agencies, including the Metropolitan Tucson Convention & Visitors Bureau 	Manager’s Office, Finance	\$\$\$
Evaluate the benefits of hiring a marketing professional for the town <ul style="list-style-type: none"> • Identify funding source, qualifications, and scope of work 	Manager’s Office, Human Resources, Finance	\$\$\$
Create a Tourism Development Plan	Manager’s Office, Parks and Recreation	\$\$\$

INITIATIVE: Explore the revenue diversification opportunities related to recreation and tourism		
ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Develop relationships with the hospitality industry to discuss incentives and cooperation	Manager’s Office, Finance	\$

INITIATIVE: Pursue recreational opportunities that showcase Marana’s unique heritage

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Develop a business plan for the Heritage Park <ul style="list-style-type: none"> Research using the Heritage Park for trade shows, recreational vehicle grounds, and other community fairs 	Parks and Recreation, Manager’s Office	\$\$
Continue to develop the Marana Heritage Park as a town amenity <ul style="list-style-type: none"> Identify funding sources to construct buildings and other facilities; include in Capital Improvement Program where possible 	Parks and Recreation, Finance, Public Services	\$\$\$\$

INITIATIVE: Pursue legislative initiatives that support Marana’s efforts to provide recreational and tourism opportunities that create economic benefits such as a sports authority

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Continue to support the creation of a regional sports and tourism authority for Pima County using all legislative resources available	Manager’s Office	\$

INITIATIVE: Identify and enter into partnerships with public and private entities that make Marana a recreation destination

ACTION STRATEGIES (2 YEAR)	STAFFING	BUDGET
Research the benefits of soliciting additional sponsorships for major events	Parks and Recreation	\$
Work with other governmental jurisdictions to explore joint recreation and event opportunities (Oro Valley, National Parks Service, Forest Service, Pima County, Fish & Game) <ul style="list-style-type: none"> Use regular meetings between senior Parks and Recreation staff to discuss where duplicated services can be combined and funding can be conserved 	Parks and Recreation, Finance	\$



RECREATION



*“The future is not completely beyond our control.
It is the work of our own hands.”
- Robert F. Kennedy*

Implementation – *Making the Vision a Reality*

The success of the Marana Strategic Plan is measured by the effectiveness of its implementation over time. The promise to the residents of Marana is that through solid partnerships, diligent effort and innovative decision-making, progress will be made to position Marana as a model, sustainable community in the Southwest. Following are the steps to ensure that implementation moves forward.

Strategic Plan Adoption – Town Council will adopt and/or readopt the strategic plan annually.

Budget Process – Annually the Strategic Plan will be used as the blueprint for the development of the Town of Marana budget. Funding priorities will relate to the Strategic Plan.

Department Work Program – All Marana Town departments will develop work programs that directly relate to the adopted Marana Strategic Plan.

Keeping Score – Annually a Strategic Plan Progress Report will be developed to communicate achievements. The Progress Report will include quantifiable performance measures that the Town can monitor over time to track progress.

Strategic Plan Revisions - The Town Council, along with input from residents and staff, will identify internal and external changes (economic, financial, legislative, etc.) that have occurred as well as priority shifts that may necessitate an update to the Strategic Plan.

*“Never doubt that a small group of committed citizens can change the world;
Indeed, it is the only thing that ever has.”
- Margaret Mead*

Acknowledgements

The Town of Marana would like to thank the residents who provided their wisdom and time through discussions and participation in the development of the Marana Strategic Plan. Additionally, the Town Council recognizes the extraordinary effort and commitment of staff to ensure that Marana achieves all that the community envisions.

Marana Town Council

**Mayor Ed Honea
Vice Mayor Herb Kai
Russell Clanagan
Patti Comerford
Carol McGorray
Jon Post
Roxanne Ziegler**

Your continued involvement is important to Marana’s future success.
Get involved and stay involved.
Thank You



COMMERCE



COMMUNITY
BUILDING



HERITAGE



PROGRESS
INNOVATION



RECREATION



2009 STRATEGIC PLAN ACCOMPLISHMENTS

November 2009



2009 Accomplishments

INITIATIVE: Initiate and complete the Economic Development Roadmap planning process that will guide decisions about economic diversification

- Create a steering committee using recommendations from the Mayor and Council and the Town Manager
- Develop scope of work for the Roadmap
- Select qualified consultant(s) to facilitate the Roadmap process based on the scope of work and agreement for services
- Work with consultant(s) and steering committee to develop timeline for Roadmap completion

INITIATIVE: Identify Town resources to engage in the recruitment of new business and industry

- Evaluate and analyze options related to the transient occupancy (bed) tax rate

INITIATIVE: Identify resources and a strategy that supports the retention of existing businesses

- Research labeling other areas of Marana as enterprise zones, empowerment zones, foreign trade zones, or other such designations; file appropriate applications if deemed prudent



COMMUNITY
BUILDING

2009 Accomplishments

INITIATIVE: Identify short- and long-term solutions to solid waste disposal for the Town and its residents

- Identify opportunities for transfer stations or other solutions to move solid waste to appropriate disposal sites
- Review and provide a recommendations on potential ability to franchise solid waste contractors to Town Council

INITIATIVE: Ensure that engineering and design solutions are implemented to protect (mitigate) businesses and residents from flood events

- Research the opportunities to join the FEMA CRS system to reduce flood insurance premiums

INITIATIVE: Improve community involvement and education

- Include event notification, registration for parks programs, airport events, etc. on Town website
- Hold regular meetings with MUSD superintendent



HERITAGE

2009 Accomplishments

INITIATIVE: Continue to use the founders' experience or expertise in all future community activities

Engage long time community members to be involved with Commissions, Boards

- Amend Board and Commission policies to allow for ongoing founder's participation



2009 Accomplishments

INITIATIVE: Create an organization of excellence

- Create environmentally friendly media (reduce paper copies, increase on-line use)
- Develop policy that all newsletters generated by the Town should be available primarily by electronic means and secondarily by paper upon request
- Research options for communication tools such as community list-serves; e-notifications; social networking sites, etc.

INITIATIVE: Encourage excellence and innovation within the community and the same from projects being proposed by developers and those looking to invest in Marana

- Include identification of Strategic Plan Focus Area in all items going before the council as part of agenda cover sheet
- Develop summary communication materials for the public regarding the strategic plan