MARANA TOWN COUNCIL
STUDY SESSION
NOTICE AND AGENDA
11555 W. Civic Center Drive, Marana, Arizona 85653
Council Chambers, December 16, 2014, at or after 6:00 PM

Ed Honea, Mayor
Jon Post, Vice Mayor
David Bowen, Council Member
Patti Comerford, Council Member
Herb Kai, Council Member
Carol McGorray, Council Member
Roxanne Ziegler, Council Member

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Marana Town Council and to the general public that the Town Council will hold a meeting open to the public on December 16, 2014, at or after 6:00 PM located in the Council Chambers of the Marana Municipal Complex, 11555 W. Civic Center Drive, Marana, Arizona.

ACTION MAY BE TAKEN BY THE COUNCIL ON ANY ITEM LISTED ON THIS AGENDA. Revisions to the agenda can occur up to 24 hours prior to the meeting. Revised agenda items appear in *italics*.

The Council Chambers are wheelchair and handicapped accessible. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the Town Clerk at (520) 382-1999. Requests should be made as early as possible to arrange the accommodation.

This Notice and Agenda posted no later than Monday, December 15, 2014, 6:00 PM, at the Marana Municipal Complex, 11555 W. Civic Center Drive, the Marana Operations Center, 5100 W. Ina Road, and at www.marana.com on the Town Clerk page under Agendas, Minutes and Recent Actions.

CALL TO ORDER AND ROLL CALL

PLEDGE OF ALLEGIANCE/INVOCATION/MOMENT OF SILENCE

APPROVAL OF AGENDA

CALL TO THE PUBLIC

At this time any member of the public is allowed to address the Town Council on any issue within the jurisdiction of the Town Council, except for items scheduled for a Public Hearing at this meeting. The speaker may have up to three minutes to speak. Any persons wishing to address the Council must complete a speaker card located outside the Council Chambers and deliver it to the Town Clerk prior to the commencement of the meeting. Individuals addressing a meeting at the Call to the Public will not be provided with electronic technology capabilities beyond the existing voice amplification and recording capabilities in the facilities and the Town's overhead projector/document reader. Pursuant to the Arizona Open Meeting Law, at the conclusion of Call to the Public, individual members of the Council may respond to criticism made by those who have addressed the Council, and may ask staff to review the matter, or may ask that the matter be placed on a future agenda.

DISCUSSION/DIRECTION/POSSIBLE ACTION

D1 Relating to Council; Discussion and direction related to the adoption of the Marana Strategic Plan III (originally adopted 2009 and updated in 2012); its five focus areas - commerce, community, innovation, heritage, and recreation; principle statements supporting each focus area; and individual initiatives and goals related to each principle statement (Gilbert Davidson)

EXECUTIVE SESSIONS

Pursuant to A.R.S. § 38-431.03, the Town Council may vote to go into executive session, which will not be open to the public, to discuss certain matters.

E1 Executive Session pursuant to A.R.S. §38-431.03 (A)(3), Council may ask for discussion or consultation for legal advice with the Town Attorney concerning any matter listed on this agenda.

FUTURE AGENDA ITEMS

Notwithstanding the mayor's discretion regarding the items to be placed on the agenda, if three or more Council members request that an item be placed on the agenda, it must be placed on the agenda for the second regular Town Council meeting after the date of the request, pursuant to Marana Town Code Section 2-4-2(B).

ADJOURNMENT

11555 W. CIVIC CENTER DRIVE, MARANA, ARIZONA 85653

Item D1

To: Mayor and Council

From: Gilbert Davidson, Town Manager

Date: December 16, 2014

Strategic Plan Focus Area:
Commerce, Community, Heritage, Recreation, Progress & Innovation

Strategic Plan Focus Area Additional Info:
The Marana Strategic Plan is the Town's policy document setting a strategic vision of the community through five focus areas - commerce, community, innovation, heritage, and recreation. Strategic Plan III is a comprehensive update to the overall plan and includes new principle statements, initiatives, goals, and measurements.

Subject: Relating to Council; Discussion and direction related to the adoption of the Marana Strategic Plan III (originally adopted 2009 and updated in 2012); its five focus areas - commerce, community, innovation, heritage, and recreation; principle statements supporting each focus area; and individual initiatives and goals related to each principle statement (Gilbert Davidson)

Discussion:

The Marana Strategic Plan is the Council's policy document for the future vision of the community. It is divided into five focus areas - commerce, community, innovation, heritage, and recreation. Within each focus area are principle statements that describe how Marana should operate. These principle statements support the long-term vision of each focus area. Each principle statement has multiple initiatives and goals. The initiatives and goals serve as the working plans until a new update is adopted by Council, in approximately two years. The working plan is carried out by staff through various means. Strategic plan items are included in the annual budget document, which is approved by Council. In addition, individual departments incorporate initiatives and goals into their work plans and are reported to the Council and public via the Council Executive Report and other annual review documents.

Strategic Plan III (SPIII) was developed with input from multiple community partners. It started as a series of Council study sessions in 2013 and individual meetings with Council about the direction of the Town for the next couple years. A one-day strategic planning session was held with input

from the Marana Chamber of Commerce, Marana Unified School District, Northwest Fire, and all department heads and other key staff members. In addition, input from the community was obtained from neighborhood and community meetings and an on-line submittal form. SPIII builds upon the first two plans and sets an even brighter future for the Marana community.

This Council Study Session is intended for the Council to review and give any final direction related to the draft document. Once final direction is given, a final copy will be brought back to the Council in January 2015 for formal adoption.

Staff Recommendation:

N/A - Available for discussion

Suggested Motion:

Council's pleasure.

Attachments: Strategic Plan III

FOCUS AREA: Commerce

PRINCIPLE STATEMENT 1
We will support commerce and business by being creative and flexible in order to produce innovative solutions that exceed customer expectations.

INITIATIVES:

1. Update the Land Development Code to enhance simplicity, understanding and ease of use (Planning, Legal)
    a. Engage the business community in the Land Development Code update by providing opportunities for review, comment and dialogue
    b. Explore other jurisdictions' codes for ideas and course of action
    c. Identify format and structure
    d. Host forums for business community engagement

    MEASUREMENT: Complete LDC update within two years from adoption of Strategic Plan III

2. Continuously review and improve process and procedures in the business development Center (Development Services)

    MEASUREMENT: Achieve 90% or greater approval rating through customer satisfaction surveys

3. Research and evaluate innovative practices and best practices to enhance business and commerce development (Planning, Building Safety, Engineering, Manager's Office)

    MEASUREMENT: Departments and teams to allocate at least 20 hours per year researching and investigating new ideas for possible inclusion as a business development tool

4. Provide technical licensing and permitting assistance and education support with state and federal entities for new and existing businesses (Development Services)

    MEASUREMENT: Achieve 90% or greater approval rating through customer satisfaction surveys

5. Explore/facilitate the use of business attraction and retention tools including the use of local, state and federal incentive programs (Development Services)

    MEASUREMENT: On-going

6. Create a "solutions team" to facilitate rapid deployment of business inquiries, help solve process problems and minimize the points of contact for permitting or other procedures (Development Services, Planning, Building Safety, Manager's Office)

   MEASUREMENT: Achieve 90% or greater approval rating through customer service surveys

7. Promote the use of the Marana Airport and increase its visibility for business development opportunities (Airport, Economic Development)

   a. Develop a marketing campaign that leverages the advantages of the Marana Airport as a business (or event) travel destination and business operations hub
   b. Identify and collaborate with local corporations and/or hotels to market the airport as a business (or event) travel destination for private/corporate planes
   c. Identify targets/recipients of marketing materials

   MEASUREMENT: Draft marketing plan complete within two years of adoption of Strategic Plan III

8. Collaborate with the Marana Chamber of Commerce to update its "Buy Local" marketing plan with additional strategies such as development of a credit/debit/gift card program (Economic Development)

   MEASUREMENT: On-going

9. Expand the on-line capability of the business development center(Economic Development)
   a. Develop web applications for services and processes to include application submittal and project tracking
   b. Ensure that policies and procedures are on-line, easily located and understandable
   c. Implement on-line bill pay

   MEASUREMENT: To be completed within two years of adoption of Strategic Plan III

10. Create a workforce development strategy, including identification of partner organizations, including MUSD and higher educational institutions (Economic Development)

    MEASUREMENT: Identification of partners and areas of expertise, inventory of current and projected business needs (based on Marketing plan)

11. Develop a marketing plan to promote Marana's economic development assets to current and potential business (Economic Development)
    a. Promote the development of business parks/incubators
    b. Identify targeted recipients

    MEASUREMENT: Complete within one-year of adoption of Strategic Plan III

12. Utilize and leverage resources of Town to encourage the development of retail grocery operations in North Marana (Economic Development, Manager's Office)
    a. Investigate all tools and strategies to facilitate the development of a grocery store in the North Marana area

    MEASUREMENT: On-going

13. Leverage the Town's coordinating capability to facilitate customer interaction with multiple governmental agencies involved in the development process (Development Services, Planning, Building, Engineering, Utilities)
    a. Designate a single point of customer contact for coordinating the requirements of multiple special districts (utilities and fire) serving the Town to facilitate customer service and efficiencies in permitting and development activities
    b. Develop a "master" permit application to include basic information to be used by all entities, eliminating multiple application forms
    c. Explore standardization of permit tracking software or other electronic workflow tracking among and between different entities

    MEASUREMENT: On-going, monitor monthly

PRINCIPLE STATEMENT 2
We will create strategic infrastructure plans that support the attraction and retention of career-centered business and commerce in our Economic Activity Centers.

INITIATIVES:

14. Conduct infrastructure studies for the Tangerine Corridor, Tangerine Road/I-10 Activity Center and the Airport (Engineering, Utilities, Public Works)

    MEASUREMENT: To be completed within two years of adoption of Strategic Plan III

15. Develop design guidelines that create and promote a sense of place and visual "destination" for downtown Marana (Planning)
    a. Engage experts and key stakeholders in developing design guidelines

b. Establish common design features for the downtown such as street lighting, signs, public furniture and art, building facades and other attributes, massing, and pedestrian-friendly streets
c. Identify additional planning and other resources required to make downtown business-ready, including parking and infrastructure plans

MEASUREMENT: Completion of design guidelines, including process and schedule for stakeholder/community outreach

16. Prepare a comprehensive public utilities master plan that includes power, communications and Town infrastructure including consideration of funding strategies (public and private) (Utilities, Engineering)

    MEASUREMENT: Draft plan completed within two years of adoption of Strategic Plan III

PRINCIPLE STATEMENT 3
We will seek and retain diverse industries and commerce in order to promote sustainable economic health.

INITIATIVES:

17. Cultivate and participate in state and national partnerships such as Arizona Commerce Authority (ACA), TREO and Site Selector's Guild (SSG) to promote Marana and its assets as a community of choice for career-oriented business and commerce (Economic Development)

    MEASUREMENT: Identify partnerships, cost/benefit and key town representatives

18. Market the town's high quality K-12 education as a compelling factor for families relocating as part of business/industry recruitment efforts (Communications and Marketing, Manager's Office)
    a. Schedule joint Town Council and MUSD Board meetings
    b. Explore, discuss and advance partnership opportunities
    c. Collaborate on legislative agenda and advocacy where mutually beneficial
    d. Identify ways to cross-market and promote each entity

    MEASUREMENT: On-going

19. Town projects and initiatives should include outreach (where appropriate) to universities, colleges, and K-12 education as a way to promote educational opportunities and improved project/initiative outcomes (All departments)

a. Departments working on specific projects should consider if individual students, student teams, or entire classes could be utilized to help assist with the project or initiative

MEASUREMENT: On-going

20. Seek opportunities to attract the physical presence of higher educational entities for classroom instruction, research, and community investment (Manager's Office, Economic Development)

    MEASUREMENT: On-going

21. Facilitate with the support of the Marana Chamber of Commerce, internship opportunities at local businesses for students in K-12 and higher educational institutions (Economic Development)

    MEASUREMENT: On-going

22. Implement the tourism master plan and partner with local industry to expand Marana's tourism outreach (Economic Development)
    a. Ensure proper staffing is in place to effectively implement the tourism master plan
    b. Allocate financial resources for marketing and partnership opportunities

    MEASUREMENT: To be completed within one-year of adoption of Strategic Plan III

23. Allocate Town resources to ensure travel ways, public spaces, parks, public facilities, and other community spaces are clean, maintained, and present Marana's high standard of excellence (Public Works)

    MEASUREMENT: On-going, monitor monthly

24. Allocate and maximize Town resources to recruit, maintain and expand businesses and industry (Economic Development)
    a. Review and identify financing tools; evaluate tax increment financing and develop policies as required
    b. Create and utilize a "solutions team" for rapid response and deployment of development related and business attraction/retention/expansion issues
    c. Develop and implement job-shadowing or on-the-job training for employees involved in the development process to expand town knowledge base (see also Progress and Innovation Focus area)

MEASUREMENT: On-going, Number of financing tools identified and evaluated

25. Develop partnerships throughout the state and region to assist Marana in commercial and industrial development activities (Economic Development)
    a. Leverage key staff and elected official participation with local, regional and state entities engaged in economic development
    b. Identify legislative needs; develop draft language; engage in legislative advocacy to support effort's to attract, retain and expand commerce and industry

    MEASUREMENT: On-going

26. Create a comprehensive Town marketing plan with individual departmental plans as supporting elements (Communications and Marketing)
    a. Consideration should be given to other marketing efforts and the tourism plan
    b. Individual departments should all tie into the Town's marketing plan ensuring consistency of message and appearance

    MEASUREMENT: To be completed within two-years of adoption of Strategic Plan III

FOCUS AREA: COMMUNITY

PRINCIPLE STATEMENT 1
We will maintain and enhance our reputation as a safe and well-planned community.

INITIATIVES:

1. Establish, maintain and update a preventive maintenance plan for Town assets (Public Works, Utilities, Engineering)
    a. Identify Level of Service (LOS) standards for parks, sidewalks, paths, landscaping, and roads
    b. Identify timeline for maintenance and improvements
    c. Identify proposed funding sources
    d. Link maintenance plan to annual budgeting process

    MEASUREMENT: LOS maintained, citizen response surveys

2. Provide a responsive, community and service-oriented professional police department (Police)
    a. Ensure facilities and support areas are consistent with current best practices and professional norms
    b. Maintain police response times at or above the national standards.

c. Implement best practices from Crime Prevention Through Environmental Design (CPTED) as part of the development review process.
d. Continue community-policing efforts such as the school resource officer program, Neighborhood Watch, and Tri-Star (multi-housing program)

MEASUREMENT: Monitor monthly, ensuring level of service standards are met

3. Leverage the Town's coordinating capability to facilitate enhanced customer interaction with multiple governmental and external agencies (All Departments)
    a. Ensure Marana residents and business owners experience excellent customer service interactions

    MEASUREMENT: On-going, monitor monthly

4. Enhance the way-finding sign program (Communications and Marketing, Engineering, Public Works)
    a. Identify and install signs for downtown district and Marana Town limits/gateway signage

    MEASUREMENT: To be completed within two-years of adoption of Strategic Plan III

5. Maintain updated emergency response, continuity of operations and disaster recovery plans (Safety and Emergency Management)
    a. Identify participants and ensure that staff receives training
    b. Establish and maintain regional partnerships for emergency response and disaster recovery

    MEASUREMENT: On-going, monitor monthly

6. Explore and research innovative community planning ideas for incorporation into processes, procedures, and codes
    a. Seek to build a clear sense of place
    b. Encourage quality in design and construction
    c. Develop incentives, allow flexibility to achieve development enhancements

    MEASUREMENT: On-going, include as part of Land Development Code update

7. Update the Land Development Code to include low impact development standards to provide greater flexibility with design and sensitivity to environmental concerns (Planning, Legal)

   MEASUREMENT: To be completed within two-years of adoption of Strategic Plan III

PRINCIPLE STATEMENT 2
We will use unique and creative approaches to engage and reach out to citizens.

INITIATIVES:

8. Market Marana as a destination for unique, family-friendly events (Special Events, Parks, Communications and Marketing)
   a. Promote Marana's low-cost or non-cost admission to events to increase attendance and participation
   b. Identify new ways of promoting programs and events
   c. Maintain and expand sponsorships through advertising and other forms of recognition
   d. Staff a booth dedicated to Marana services and key initiatives as signature events to better inform citizens

   MEASUREMENT: Attendance, citizen survey, social media comments

9. Evaluate and continuously improve citizen participation and community outreach (Town Clerk, Manager's Office, Marketing and Communications)
   a. Solicit evaluation and feedback from program participants using survey tools like Survey Monkey
   b. Routinely review and update the Marana Citizens' Forum to ensure current and fresh information
   c. Maintain and evaluate metrics on Marana's website and social media outreach
   d. Identify creative options to market the town's website and mobile app to residents
   e. Expand Marana's mobile app to increase use and engagement
   f. Develop an ongoing outreach program to inform neighborhoods and businesses about capital improvement projects and streets maintenance

   MEASUREMENT: On-going, monitor monthly

10. Identify and implement continual improvements to the Town's website to engage residents, business owners, and visitors (Communications and Marketing, Technology Services)
    a. Implement on-line bill pay services for all departments who collect fees and fines for general services

b. Monitor content on the Town's website and social media sites for timeliness and depth of information

MEASUREMENT: On-going, monitor monthly, citizen survey

11. Facilitate regular interactions with neighborhood groups, HOAs, and other community groups (Community Development)
    a. Provide Town updates, listen to concerns and issues, and provide a personalized way to anticipate changes taking place in the community

    MEASUREMENT: Attend four community group meetings each quarter, on-going, monitor monthly

PRINCIPLE STATEMENT 3
We will invest in a well-managed government that provides reliable services and quality amenities for citizens and businesses.

INITIATIVES:

12. Maintain an accurate infrastructure inventory and align future infrastructure expansion with planned and/or complimentary capital improvement projects (Engineering, Public Works)

    MEASUREMENT: On-going, monitor every six months

13. Develop policies and procedures to achieve a bond rating of AA or higher (Finance)

    MEASUREMENT: On-going, annual work plan

14. Provide opportunities for training, development, and leadership assignments to prepare individual employees for advancement opportunities within the Marana organization (Human Resources, All departments)
    MEASUREMENT: On-going

15. Maintain a structurally balanced budget utilizing appropriate revenues with associated expenses (Finance)
    a. Encourage resiliency with the development of each fiscal year budget

    MEASUREMENT: Annual budget process

16. Develop a Town-wide public art program to install and showcase unique art pieces reflecting and celebrating the Marana community (Community Development)
    a. Identify and install a unique Marana art piece in the roundabout near the Marana Municipal Complex

b. Identify criteria and ways to evaluate public art proposals with Town projects
c. Encourage private development projects to include unique public art pieces as value added components

MEASUREMENT: Complete within two-years of adoption of Strategic Plan III

17. Identify a financially sustainable long-term solution for the Tortolita Preserve State Land lease (Legal, Finance, Manager's Office)

    MEASUREMENT: Resolution of issue completed within one-year of adoption of Strategic Plan III

18. Identify creative ways to plan neighborhoods and future growth areas with meaningful open space, trail connectivity, and active recreation areas (Planning)
    a. Identify opportunities during the development review process to connect and enhance open-space amenities.

    MEASUREMENT: On-going, monitor yearly as part of annual review

19. Identify public transit needs and cost-effective options for facilitating public transit (Community Development)

    MEASUREMENT: On-going

20. Provide annual training for the Council Code of Ethics/Conduct (Town Manager's Office, Legal)
    a. Engage University of Arizona Ethics program to provide specialized training

    MEASUREMENT: Hold annual review

21. Hold annual Council/Leadership team strategic plan review and goal setting for budget preparation

    MEASUREMENT: Annual meeting held and issues identified for budget/strategic planning

22. Adhere to the principles and tenets of the Council/Manager form of government, including the ICMA Code of Ethics (Manager's Office, Legal)

    MEASUREMENT: Hold annual review

Develop a dashboard view of critical indicators for Council and public to better understand financial, personnel, and program/project status (Finance, Technology Services, Communications and Marketing)

MEASUREMENT: Monthly update provided on-line and presented at department head meeting

23. Continually seek and evaluate new water resources to increase the Town's water portfolio (Utilities)

MEASUREMENT: On-going

FOCUS AREA: INNOVATION

PRINCIPLE STATEMENT 1
We will explore bold ideas and best practices as a catalyst for forward-thinking and visionary community leadership.

INITIATIVES:

1. Encourage, reward and facilitate innovative ideas (Human Resources)
    a. Recognize employees and members of the community through recognition and rewards programs
    b. Identify methods and opportunities for showcasing Marana achievements
    c. Participate in award and recognition events for Town programs, projects and services as opportunities arise

    MEASUREMENT: Program elements implemented within one-year of adoption of Strategic Plan III

2. Invest in professional development and continuous learning for employees including education assistance, cross-department staff rotation, job-related training and certification (Human Resources)
    a. Encourage Town staff to seek certifications and credentialing to expand professional expertise
    b. Link employee training to an identified need or goal

    MEASUREMENT: On-going

3. Enhance Marana's on-line presence to increase visibility, information-sharing and community engagement (Technology Services, Communications and Marketing)

    MEASUREMENT: On-going, monitor monthly

4. Develop an on-line educational tool to highlight departments and Town of Marana services (Manager's Office, Communications and Marketing)

   MEASUREMENT: To be completed within one-year of adoption of Strategic Plan III

5. Research and develop policies that support choices for environmental design and energy efficient construction (Planning, Engineering)

   MEASUREMENT: To be completed within two-years of adoption of Strategic Plan III

PRINCIPLE STATEMENT 2
We will excel in communication and in the work we produce through internal collaboration and partnerships.

INITIATIVES:

1. Create and engage multi-disciplinary work teams to ensure that in-house and external projects incorporate best practices, effective communications, and serve multiple service delivery goals (All departments)

   MEASUREMENT: On-going

2. Facilitate formal and informal two-way communication with employees and among and between departments to ensure better outcomes and avoid missed opportunities (All departments)

   MEASUREMENT: On-going, monitor monthly with department heads

3. Practice and support team-centered management (Human Resources, All departments)
   a. Define values and best practices
   b. Embed into performance management instruments and recruitment practices

   MEASUREMENT: On-going

4. Ensure accurate, timely, and sufficient information is available to employees and the public on the Town's website, social media sites, and other media sources (Communications and Marketing, Technology Services)

   MEASUREMENT: On-going, monitor weekly

PRINCIPLE STATEMENT 3

We will align our organizational culture and internal processes and procedures to support an efficient and effective business-focused model for service delivery.

INITIATIVES:

5. Ensure all information systems are current, relevant, and are easily accessible (Technology Services)

   MEASUREMENT: On-going, monitor monthly

6. Enhance the Intranet to better serve employees (Technology Services, Human Resources, Communications and Marketing)

   MEASUREMENT: On-going, monitor monthly

7. Implement performance-based pay philosophy and develop a pay incentive plan linked to the performance system (Human Resources, Manager's Office)
   a. Create a performance-based pay system based on objective criteria linked to strategic plan goals and cultural values

   MEASUREMENT: On-going, Annual review through budget process

8. Identify and implement a succession/growth development plan for Town employees (Human Resources, Manager's Office)

   MEASUREMENT: On-going

9. Support an organization of excellence through Values in Action initiatives (Human Resources, Manager's Office))

   MEASUREMENT: On-going, monitor monthly

10. Encourage organization and individual leadership through participation in professional organizations and achievement of professional certifications (All Departments)
    a. Support individual employee recognition by professional organizations

    MEASUREMENT: On-going

11. Formalize process improvement reviews of Town practices to continually improve efficiencies and effectiveness (Human Resources, Manager's Office)

    MEASUREMENT: On-going

FOCUS AREA: HERITAGE

PRINCIPLE STATEMENT 1
We will seek to preserve the unique history and culture of Marana for generations to come.

INITIATIVES:

1. Document Marana's history including its neighborhoods and business districts with maps, photos, written histories, and artifacts (Community Development, Technology Services, Manager's Office)
    a. Work with community partners and heritage organizations to create oral and written history using traditional and social media outlets
    b. Encourage the use of on-line educational resources
    c. Develop an inventory of places
    d. Identify significant historic properties, areas, images and traditions
    e. Begin the planning process for recognizing/preserving historic places

    MEASUREMENT: On-going

2. Collaborate with historic preservation organizations (Community Development, Airport, Parks, Manager's Office)
    a. Collaborate with the Heritage Conservancy
    b. Partner with the Pima Air and Space Museum and Pinal Air Park to promote the area's aviation history
    c. Plan for museum/cultural exhibits at the Heritage Park such as Cotton Oil Producer's Gin
    d. Seek opportunities to attract cultural and historic displays for public viewing
    e. Provide support to the Heritage Conservancy for the annual Founders' Day celebration

    MEASUREMENT: On-going

3. Update and implement the Heritage Park Master Plan to showcase Marana's history while maximizing economic development, tourism opportunities and community events (Manager's Office, Parks)
    a. Develop a business plan for the Heritage Park, including engaging stakeholders
    b. Continue implementation of the Heritage Park Master Plan
    c. Identify locations for interpretative historic monuments and markers within the Heritage Park and at various locations of historic significance around town
    d. Capitalize on cotton as the second wedding anniversary gift as an export tourism product

    MEASUREMENT: Yearly progress report

4. Develop preservation incentive codes/overlay process to protect any current or future historical areas (Planning, Community Development)

   MEASUREMENT: Identified as part of Land Development Code Update process

5. Expand and promote Fall Harvest Festival as a showcase of the Marana quality of life and its farming and ranching roots (Special Events, Parks)

   MEASUREMENT: Annual process

6. Identify ways to promote and expand Marana's agricultural interests with "Farm to Table", U-Pick, Farmer's markets, field trips, and unique crops (Special Events)

   MEASUREMENT: On-going

7. Strengthen agricultural research and development in the Marana area by engaging Universities and private interests (Economic Development)
   a. Partner with universities, agricultural cooperatives and other professional/academic organizations to initiate research and development programs including those involving unique crops

   MEASUREMENT: On-going

8. Identify architectural design standards for infrastructure projects that reflect key attributes and images of Marana's history (Planning)
   a. Encourage innovative ways to reflect Marana's history through architectural design

   MEASUREMENT: To be completed within one-year of the adoption of Strategic Plan III

<u>FOCUS AREA: RECREATION</u>

PRINCIPLE STATEMENT 1
We will design, build and maintain appropriate high quality recreational amenities to enhance the quality of life for Marana residents and visitors.

INITIATIVES:

1. Expand Marana's Loop system (Planning, Parks)
   a. Continue working with partners and neighboring jurisdictions to develop an extensive multi-use trail system in the Tortolita Mountains
   b. Provide connection points, benches, shade, water fountains and restrooms as part of new park amenities

c. Encourage all new residential and commercial developments to find unique and creative ways to add value and to extend physical linkages to the Marana Loop system

MEASUREMENT: On-going, monitor with each new development project

2. Pursue recreational and tourism development opportunities and projects (Parks, Economic Development)
    a. Implement recreational aspects of the tourism master plan
    b. Support youth and amateur athletic programs as a way to generate community involvement, recreational tourism, and showcasing Marana's public facilities
    c. Partner with public and private entities to promote Marana as a recreation destination
    d. Continue to promote recreational and tourism opportunities at regional sporting events
    e. Continue partnership with Oro Valley to promote trails and tourism amenities

    MEASUREMENT: On-going

3. Encourage grade-separated path and trail crossings at all arterial streets, railways and major drainage ways (Engineering, Planning, Parks)

    MEASUREMENT: On-going

4. Review and update the Parks Master Plan, aligning the plan with the Town's strategic vision related to recreation
    a. Identify future regional, district, and community parks
    b. Identify linkages to tie neighborhoods, commercial centers and other areas together through bike lanes, trails, multi-use paths, and other recreational open space areas
    c. Seek ways to generate community interest to invest, support, and volunteer to help establish an even greater parks and recreation system

    MEASUREMENT: Complete update within two-years of adoption of Strategic Plan III

5. Identify and implement policies and procedures to ensure all projects within Marana promote the recreation focus area to include connectivity, recreation spaces, view sheds, multi-modal opportunities, and open space (Parks, Planning)

    MEASUREMENT: On-going, monitor with each project

PRINCIPLE STATEMENT 2
We will promote a healthy and active lifestyle through Town programs and community partnerships.

INITIATIVES:

6. Engage residents with creative and exciting neighborhood programming events such as movies, concerts, plays, and art exhibits (Special Events, Parks)

   MEASUREMENT: Citizen survey, social media comments, on-going evaluation of each event

7. Ensure that new development (residential and commercial) includes connections to pathways and trail systems (Planning, Parks)

   MEASUREMENT: Monitor with each project

8. Continue to create path, greenway and trail linkage to parks, recreation facilities, schools, commercial development and other public infrastructure (Planning, Parks)
   a. Identify a master trails, bike, pathway, sidewalk plan for the Marana community, linking together the unique and separate development areas of the community

   MEASUREMENT: Monitor with each project, review annually

9. Support a multi-event complex plan for joint-use community centers or similar assets for a wide range of recreational and cultural amenities (Manager's Office, Planning, Parks)

   MEASUREMENT: On-going

10. Develop "Friends of the Parks" volunteer corps (Parks)

    MEASUREMENT: Complete within one-year of the adoption of Strategic Plan III

11. Seek partnerships with public and private entities to provide programs and enhanced services (Parks)
    a. Develop unique relationships to deliver programs and services without creating additional long-term financial commitments

    MEASUREMENT: On-going

12. Develop strategies to engage the full spectrum of citizens (youth, young adults, parents, seniors) in recreational programming and activities (Parks)
    a. Utilize partnerships as a way to deliver programming services, if possible

    MEASUREMENT: Monitor monthly, on-going

13. Identify strategies to enhance and expand the Marana Senior program to be more inclusive, engaging, and dynamic (Parks)

    MEASUREMENT: On-going, monitor monthly, customer satisfaction surveys

14. Identify strategies to enhance and expand youth programs and activities with the goal to attract new families to the Marana community due to the reputation and service excellence provided by these programs (Parks)

    MEASUREMENT: On-going

PRINCIPLE STATEMENT 3
We will capitalize on the uniqueness and value of the Sonoran Desert in our community planning and tourism attraction efforts.

INITIATIVES:

15. Use recreation facilities and programming as opportunities to highlight the unique Sonoran Desert (Parks)

    MEASUREMENT: On-going

16. Identify regional destinations and recreational areas to showcase, educate and communicate about the Sonoran Desert (Parks, Economic Development)

    MEASUREMENT: On-going, annual review

17. Develop tourism package about Marana's unique geography and recreational opportunities that can accompany a variety of marketing materials (tourism, commerce, sporting events) (Economic Development)

    MEASUREMENT: Complete within one-year of adoption of Strategic Plan III