



M A K E
MARANA
2040 • GENERAL PLAN

CHAPTER 3

People & Community

Introduction

The People & Community Theme includes goals and policies that create a greater sense of community and culture, fostering a higher quality of life for residents and visitors. The Town’s commitment to supporting its people and communities drives Town pride and boosts the local economy. This Theme includes six elements (four A.R.S. required elements):

- **Economic Vitality.** Economic security starts with quality, high-wage jobs. This Element provides strategies that sustain, grow, and diversify Marana’s job base and local economy to maintain the Town’s status as an attractive community for residents, businesses, and entrepreneurs.
- **Public Safety.** In addition to economic security, providing a safe, secure family environment is vital to a community’s quality of life. The Public Safety Element establishes standards for protecting community health, safety, and welfare from both man-made and natural hazards.
- **Recreation.** The health of Marana’s citizens is a preeminent goal of the Make Marana General Plan. This Element promotes healthy, active lifestyles by creating a framework for future recreational opportunities, such as parks and other recreational facilities.
- **Arts and Culture.** Marana has a well-known wealth of historic culture. The Arts and Culture Element promotes the preservation of this historic culture, as well as the creation of contemporary art that showcases and celebrates Marana’s iconic culture.
- **Community Preservation, Revitalization, and Redevelopment.** Preserving and revitalizing aging areas within the community provides a strong foundation for long-term prosperity. This Element establishes proactive measures to maintain the stability and defining characteristics of Marana’s diverse community as the Town ages, while redeveloping areas in need.



Economic Vitality Element

A prosperous economy supports a growing, attractive, and desirable community, translating to a high quality of life for residents and thriving businesses. Marana is positioned to become an economic leader in the Tucson region, with a growing population base and several major assets that have yet to reach their full potential. Town assets discussed further in this Element include Downtown Marana, the Marana Regional Airport, Pinal Airpark, the Tangerine Road Corridor, and the Town's growing tourism industry.

Through the public engagement process, Marana residents identified the Town's best asset for the future as its opportunities for growth and business development. However, Marana residents also recognized that the biggest threat to the Town's future is a lack of quality jobs. Marana recognizes the importance of diversifying the local economy in its overarching Marana Strategic Plan Four. Additionally, to capitalize on opportunities for growth and business development, Marana adopted a separate Economic Development Strategic Plan in 2017. The goal of the Economic Development Strategic Plan is to identify the best and highest value-added opportunities to strengthen and diversify the local economy. These strategic plans are also covered in this Element.

Strategic Plan Four

Marana's Strategic Plan Four is a set of principles and action items designed to assist Town staff in positioning the community for success well into the future. The second Principle Statement in the plan states, "We will seek and retain diverse industries and commerce." This principle has 17 associated initiatives, the first of which is to implement the 2017 Economic Development Strategic Plan. Some of the other initiatives, which are reinforced in this General Plan, include:

- Research, evaluate, and implement economic development tools and strategies to support business development and expansion.
- Invest in airport infrastructure and lease opportunities to grow airport operations.
- Develop strategies and promote initiatives to further the development of the Downtown District.
- Obtain best practices, develop contacts, and implement strategies and tools from state and national organizations such as Arizona Commerce Authority (ACA), Sun Corridor, Arizona Association of Economic Developers, International Council of Shopping Centers (ICSC), and the International Economic Development Council (IEDC).
- Partner with universities and colleges to host and provide educational opportunities for Marana residents and businesses.
- Expand Marana's tourism efforts by creating a tourism master plan.
- Ensure capital improvement projects advance the community's economic development goals and adhere to aesthetic standards.

Economic Development Strategy

Marana’s Economic Development Strategy is the Town’s guide for economic initiatives for long-term prosperity and becoming competitive in the global economy. The strategy identifies a set of target economic sectors best suited to provide growth within Marana. The identified sectors are: Information Technology (including finance and insurance industries), Advanced Business Services, Manufacturing, and Transportation, Logistics and Distribution. The plan identified these target sectors based, in part, on several factors, including Marana’s current available workforce, existing industries within the Town’s boundaries, and other assets including available infrastructure, regional partnerships, availability of land, and the overall regional business climate.

This plan consists of nine recommendations, each with associated implementable actions. These nine overarching recommendations are:

- Forge a strong, unified community identity.
- Fortify Marana’s business-friendly business climate.
- Make business retention the top priority for Marana’s economic development.
- Invest in infrastructure, quality of life, and other improvements that will assure Marana’s ability to retain, recruit, and grow firms and career-oriented jobs in the target economic sectors.
- Ensure that Marana’s present and future employers will be able to cultivate, retain, and attract the talent that they need.
- Advance Marana’s participation in the national economic development arena.
- Grow and attract quality firms and jobs—domestic and international—in targeted sectors.
- Create a Marana business location brand.
- Adopt indicators and metrics to assess both the Town government’s and Economic Development Department’s progress.

One method Marana uses to support the Economic Development Strategy is providing development-ready land and buildings to accommodate the needs of prospective businesses and industries. In providing development-ready sites, the Town must ensure that that the framework (i.e., appropriate zoning) and physical infrastructure (i.e., telecommunications facilities, transportation networks, sewers, and water mains) support the community’s economic development goals. The goals and policies in this General Plan help prepare development-ready sites, and support the recommendations and action items identified in Marana’s Economic Development Strategy.

Downtown

During the public engagement process, stakeholders recognized Downtown Marana as one of the Town's most important areas for economic development opportunities, with the potential to develop a modern, efficient, and attractive town center from the ground up. Downtown Marana is generally located between I-10, Sandario Road, and Barnett Road, where the Marana Municipal Complex is located. Despite a previous master plan from 2005 and several visioning initiatives, Downtown Marana has experienced little activity over the past decade. However, large tracks of undeveloped land provide opportunities for a holistic, unified approach for Downtown development.

The Town conducted the most recent Downtown visioning exercise as part of the 2017 Economic Development Strategic Plan process. A workshop was held with stakeholders to determine next steps and priorities in developing Downtown Marana. Workshop participants identified eight priorities:

- Create and install infrastructure
- Create a Downtown Development Corporation
- Create a public/private event company and start programming
- Create a drainage system
- Create a gateway
- Create a focal point
- Create design guidelines
- Create a traffic management system

Marana also amended the Town Code to include a Downtown Marana Overlay Zone, which supports a walkable, mixed-use destination. This overlay zone allows property owners to opt into the overlay zoning as opposed to maintaining the underlying development rights, without going through the rezoning process. The goals and policies in this General Plan provide further guidance for growing and capitalizing on Downtown Marana.



Marana Health Center which, along with the Marana Municipal Center, currently anchors Downtown Marana.

Marana Regional Airport



*Planes parked at Marana Regional Airport.
Source: Town of Marana*

The Marana Regional Airport was identified as one of Marana’s major assets throughout the public engagement and stakeholder interview process. The airport provides the Town and local industries with access to outside markets. This can be leveraged to keep the Town and business community competitive in an ever-changing economy. The Marana Regional Airport is home to various types of aeronautical activities, including business transportation, recreation and tourism-related flights, flight training, military training, and air medevac services.

The Town last updated the Marana Regional Airport Master Plan in 2017. The plan provides several recommendations for continued development of the airport, including the need for upgraded runways and the installation of an air traffic control tower.

The use of Marana Regional Airport by large aircraft is limited due to insufficient safety zones. Runway 30 must be extended either to the northwest or the southeast to accommodate proper safety zones for larger aircraft. However, private properties are located northwest of the runway, and Avra Valley Road is located south of the runway, making extending the runway difficult. The goals and policies in this Theme seek to address the airport’s limitations to expand its potential as a major business and industry hub for the community.

Additional information on the Marana Regional Airport is covered in the Built Environment Theme, Land Use Element.

Pinal Airpark

Just eight miles north of the Marana Regional Airport is Pinal Airpark. Pinal Airpark is a general aviation, public-use airport that is owned and managed by Pinal County. The two main tenants are Ascent Aviation Services and the Western Army National Guard. This airpark is used primarily as a storage, heavy maintenance, and material scrapping facility for commercial aircraft, although some aviation activity does occur.

Pinal Airpark’s operations along with its proximity to Interstate 10, the Union Pacific Railroad, and the proposed future Interstate 11 corridor makes it a prime location for future industry development, including transportation, distribution, and logistics. Like Marana Regional Airport, Pinal Airpark does not have an air traffic control tower; there is potential for these two airports to share an air traffic control tower.

Additional information on Pinal Airpark is covered in the Built Environment Theme, Land Use Element.

Tangerine Road Corridor

Tangerine Road is a major east-west road through the community connecting Interstate 10 in Marana to Oracle Road in the Town of Oro Valley. Although the land immediately adjacent to the Interstate 10 interchange is developed or already planned, much of this corridor between I-10 and Dove Mountain is owned by the Arizona State Land Department (ASLD) and remains undeveloped. The Town envisions the Tangerine Road Corridor as a premiere corporate destination with its proximity to the Marana Regional Airport and the Ritz-Carlton at Dove Mountain, as well as the area's natural beauty of the surrounding mountain ranges. According to Marana's economic development strategy, development within this corridor should include:

- Large corporate campuses as well as clustered offices
- Research and business park developments
- Extended stay hotels
- Housing diversity including townhomes, condominiums, and apartments
- Open space, vistas, and view corridors
- Public recreation amenities (hiking, biking, and parks with water features)



View west of the Tangerine Corridor from Thornydale Road.
Source: Town of Marana

Tourism



Ritz Carlton at Dove Mountain Resort.
Source: Discover Marana



Tucson Premium Outlets at Marana.
Source: Vintage Partners



Marana gastronomy tour.
Source: Town of Marana



Marana's Star Spangled Spectacular.
Source: Town of Marana

Marana is a growing tourist destination for many reasons, including its rich prehistoric cultural resources, recreational amenities, shopping destinations, and premier resorts. Some of the major tourist attractions include the Ritz-Carlton at Dove Mountain and the Tucson Premium Outlets, as well as gastronomy tours and events that Marana offers. Supporting and growing tourism in Marana will help generate a more diverse and sustainable economy.

Although both Marana's cultural resources and recreational amenities are important to the Town's tourism industry and support a thriving and prosperous local economy, these items are covered later in this Theme in the Arts and Culture Element and Recreation Element, respectively.

Ritz Carlton

The Ritz Carlton at Dove Mountain is a world-renowned resort located in the Tortolita Mountains. Forbes identified the resort as one of the eight most luxurious spas and hotels in the world in 2018.

Tucson Premium Outlets at Marana

The Tucson Premium Outlets at Marana is a major outlet mall located near the Interstate 10 and Twin Peaks interchange. This outlet mall features over 70 stores, with brand names that include Under Armour, Saks 5th Avenue, Michael Kors, Coach, Express, and Calvin Klein.

Gastronomy Tours

Marana offers two gastronomy tours featuring archaeological sites, Sonoran Desert wild foods, and tastings of Sonoran Desert cuisine and libations by contemporary chefs and craft brewers.

Annual Events

The Town holds several major events throughout the year that attract visitors from across the region. These events include Founders' Day (March), Star Spangled Spectacular (July), Fall Festival (October), and the Holiday Festival & Christmas Tree Lighting (December).

Public Safety Element

A sense of safety and security is often one of the top quality-of-life indicators in a community. Marana takes pride in its strong dedication to public safety and the security of its residents, including law enforcement, fire, and emergency medical services, as well as natural hazard preparedness. The locations of these facilities and services are identified in **Figure 3-1**.

Law Enforcement

The Marana Police Department is responsible for law enforcement in the Town, and recently completed construction of its new headquarters at the Marana Municipal Complex. Marana’s Police Department is comprised of 127 full-time employees, including 96 sworn officers and 31 civilians. As of 2018, the ratio of sworn officers to 1,000 residents was 1.97, below the national average of 2.40 reported by the FBI Uniform Crime Reporting (UCR) Program. Nonetheless, the crime rate in Marana decreased 18% between 2010 and 2017 and Marana was ranked the 6th safest community in the State of Arizona by SafeWise.



Grand opening of the new Marana Police Department Headquarters at the Marana Municipal Complex. Source: Town of Marana

Marana maintains its status as one of the safest communities in Arizona in several ways, the first of which is the Marana Police Department’s quick response times.

Response times are categorized by type of call, or level, ranging from dire or life-threatening emergency (level one) to non-emergency situations (level four). **Table 3-1** presents the average response times for

each of the four priorities reported in 2017. Call to arrival time is considered the time it takes dispatch to receive the call and transmit the location of the call to the time of arrival of the first unit on scene.

Table 3-1 Marana Police Department Average Response

Call Priority	Call to Arrival Time
One	4:54
Two	5:49
Three	8:46
Four	9:45

Source: Marana Police Department, 2017

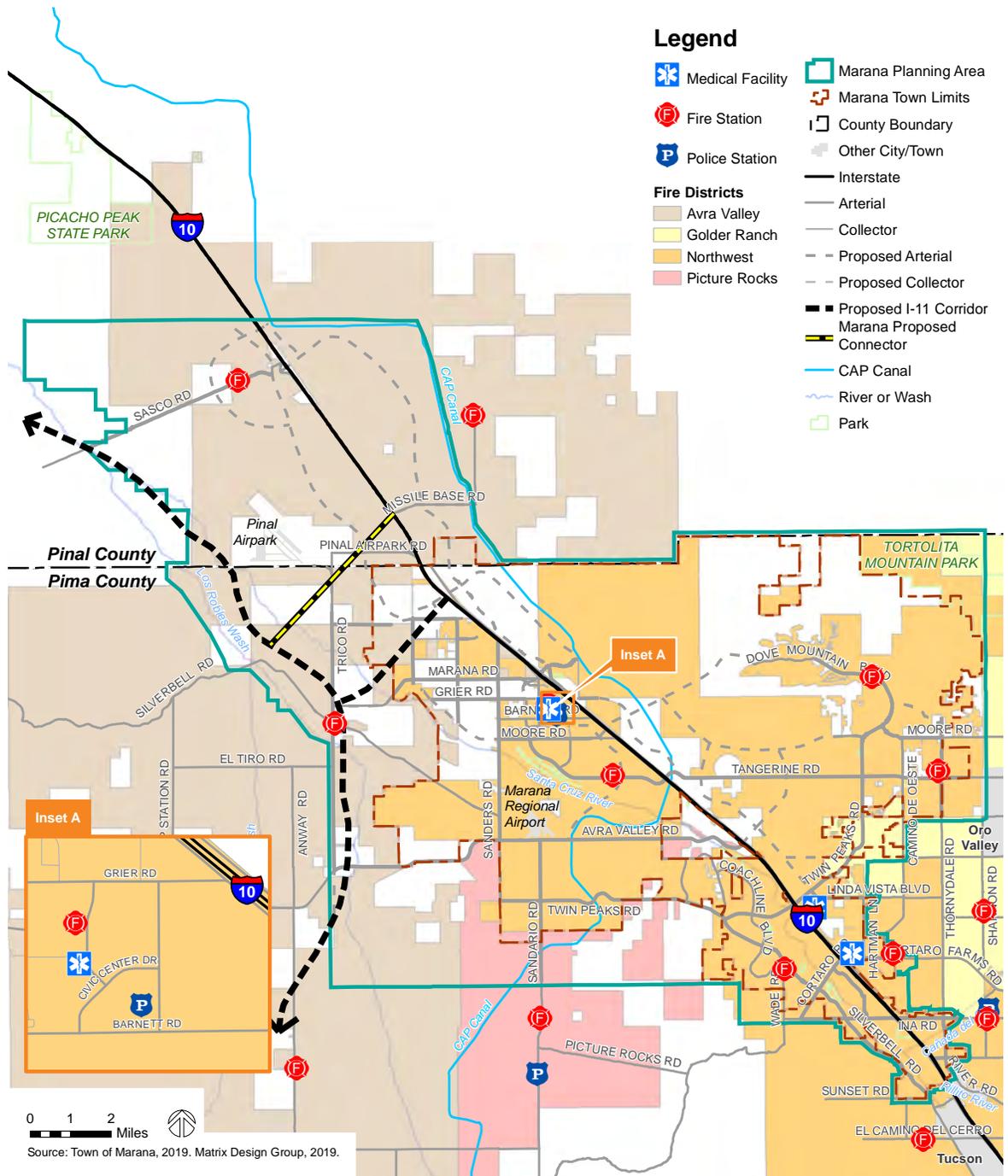


Figure 3-1
Public Safety



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Map Revised: 1/14/2020

Marana and the Marana Police Department use additional methods of community engagement and other services to support a safe community. Examples of these are listed below:

Community Engagement

- Citizen Police Academy
- Youth Citizen Police Academy
- Explorer Post #77
- Special Duty Program
- Volunteers in Police Services (VIPS)
- Nextdoor Social Media
- TIP A COP for Special Olympics

Services

- Communications Center
- Crime Analysis
- Emergency Management
- Marana Tri-Star Program
- Vacation Watch
- Neighborhood Watch
- Dispose-a-Med
- Finger Printing
- Car Seat Inspection and Installation



*Youth Citizen Police Academy.
Source: Town of Marana*

The policy guidance in this General Plan supports the Marana Police Department’s proactive efforts in maintaining a safe community.

Fire and Emergency Services

There are four fire districts that provide fire and emergency services within Marana’s MPA. Northwest Fire District (NWFD) provides these services to most of the area within the incorporated Town limits. The other three fire districts that provide emergency services within Marana’s MPA are Golder Ranch, Avra Valley, and Picture Rocks.



*Northwest Fire engine.
Source: Town of Marana*

The NWFD’s firefighter to population ratio is 1.70 firefighters per 1,000 people. According to the National Fire Protection Association (NFPA), the median firefighter to population ratio in the United States for equivalent service areas is 1.24 firefighters per 1,000 residents, placing NWFD above the average ratio.

The Northwest Fire District has been internationally accredited since 2007 and in 2019 obtained an Insurance Service Office (ISO) Public Protection Classification rating of 1; this rating places the District’s fire protection classification among the top 3% of all fire departments in the country. An ISO rating of 1 signifies to insurance companies the highest level of fire prevention and suppression capabilities for the community and often results in the lowest insurance premiums for property owners. These accomplishments together with those of the Town’s Police Department make the Town of Marana the only municipality in Southern Arizona that is served by both an accredited police department and accredited fire district and only one of 73 in the nation that are served by an accredited fire district with an ISO rating of 1. The four fire districts work together to ensure the highest levels of fire services and paramedic level emergency medical services to our community through a common dispatch center, common radio channels, backup agreements, mutual aid, and automatic-aid agreements ensuring there’s always help when needed.

Natural Hazard Preparedness

Natural hazards, such as flooding, droughts, landslides, earthquakes, and wildfires can occur at any time and without warning. Preparing for emergency responses if a natural hazard occurs can help reduce negative impacts, such as loss of life and property. Marana adopted an Emergency Operations Plan in 2012 to prepare the Town for potential emergency situations within the community. Marana also participates with other local, state, and federal agencies to prepare for and respond to regional hazards affecting the Town. Following is a summary of Marana’s Emergency Operations Plan, as well as two Pima County plans that include Marana’s participation—the Multi-Jurisdictional Hazard Mitigation Plan and the Community Wildfire Protection Plan. The policy guidance in these plans should continue to be followed and regularly updated as new potential threats emerge.



*Flood of 1993.
Source: Arizona Daily Star*

Emergency Operations Plan

Marana’s Emergency Operations Plan prepares for natural, technological, and human-caused hazards that could negatively impact the community. The plan establishes comprehensive emergency management measures in anticipation of and in response to such hazards, including general protocols, organizational responsibilities, and intergovernmental coordination. Examples of hazards are listed in **Table 3-2**.

Table 3-2 Types of Hazards

Natural Hazards	Technological Hazards	Human-Caused Hazards
Avalanche	Airplane crash	Civil disturbance
Disease outbreak	Dam/levee failure	Cyber events
Drought	HAZMAT release	Terrorist acts
Earthquake	Power failure	Sabotage
Epidemic	Radiological release	School violence
Flood	Train derailment	
Hurricane	Urban conflagration	
Landslide		
Tornado		
Tsunami		
Volcanic eruption		
Wildfire		
Winter storm		

Source: Town of Marana

Pima County Multi-Jurisdiction Hazard Mitigation Plan

The Pima County Multi-Jurisdiction Hazard Mitigation Plan was last updated in 2017. Marana participated in the planning process for this plan in coordination with Pima County, Tucson, Oro Valley, Sahuarita, and the Pascua Yaqui Tribe. The plan contains a series of hazard mitigation measures for each individual jurisdiction by hazard type and priority. For Marana, flood hazards are the only type of hazard addressed by the plan’s hazard mitigation measures, but all other hazard types in Marana are assigned a high priority.

Generally, most mitigation measures addressed in the Pima County Multi-Jurisdiction Hazard Mitigation Plan are implemented in Marana’s Emergency Operations Plan. The Town also implements many hazard mitigation measures through the Town’s Capital Improvement Program (CIP). Capital improvement projects identified in the Pima County Multi-Jurisdiction Hazard Mitigation Plan include road improvements along Ina Road and Tangerine Road, as well as purchasing properties in flood-prone areas via the Flood Prone Land Acquisition Program.

Pima County Community Wildfire Protection Plan

The Pima County Community Wildfire Protection Plan was prepared in 2013 in accordance with the Healthy Forests Restoration Act to access federal funding for fire preparedness and planning. The primary goal of this plan is to assist local communities, fire departments and districts, and residents to better protect lands from wildfire threats, improve fire prevention and suppression, and identify funding opportunities to reduce wildland fire risks. Marana is a partner jurisdiction in the plan, largely within the Northwest Community Wildlife-Urban Interface. More information on the wildland-urban interface is discussed in the Resources & Sustainability Theme, Environmental Planning Element.



*Wildfire burning brush in the Santa Cruz River Basin near Cortaro Road and Silverbell Road.
Source: Tucson News Now*

Recreation Element

Recreational facilities, such as parks, provide opportunities for physical activity and are essential in supporting healthy, active lifestyles, and fostering more livable communities. Marana provides high-quality recreational amenities, which is reflected in the Town's Strategic Plan Four. The Strategic Plan identifies recreation as one of the five focus areas, and outlines three principle statements for the recreation focus area:

- **Principle Statement 1.** We will promote healthy and active lifestyles through dynamic programming, community partnerships, and high-quality recreational amenities for Marana residents and visitors.
- **Principle Statement 2.** We will maintain the highest standards of customer service for guests of our parks and customers of our recreation programming.
- **Principle Statement 3.** We will capitalize on the uniqueness and value of the Sonoran Desert in our recreation programming, community planning, and tourism attraction efforts.

The Recreation Element covers the recreational facilities and programs Marana offers that promote healthy and active lifestyles. Although trails also provide recreational opportunities, trails are covered in the Resources & Sustainability Theme, Open Space Element.



Marana Pee Wee Sports Camp.
Source: Town of Marana

Recreational Facilities



*Splash pad at Crossroads at Silverbell Park.
Source: Town of Marana*

The National Recreation and Park Association (NRPA) recommends that communities maintain at least 9.6 acres of park space per 1,000 residents. The Town of Marana maintains a total of 189 acres of park space and is currently developing the 104-acre El Rio Preserve (for more information on the El Rio Preserve project, see the Resources & Sustainability Theme, Open Space Element). This equates to only 7.2 acres of park space per 1,000 residents, including the El Rio Preserve. However, there is an additional 103 acres of park space maintained by homeowners' associations (HOAs), plus over 3,000 acres maintained by Pima County, including the Tortolita Mountain Park. With these other parks factored in, Marana contains 89.3 acres of park space per 1,000 residents, which is well above the NRPA recommendation. The locations of these parks are identified on **Figure 3-2**.

In addition to parks, many residents expressed their desire for an indoor, multigenerational community recreation facility throughout the public engagement process. An indoor multigenerational recreation facility provides comfortable, year-round activities for residents of all ages, which is beneficial in the hot Arizona summers.

While the Marana Strategic Plan Four sets the departmental policy direction for recreation, the guiding policy document driving current and future parks and recreation development in Marana is the Parks, Recreation, Trails, and Open Space Master Plan.

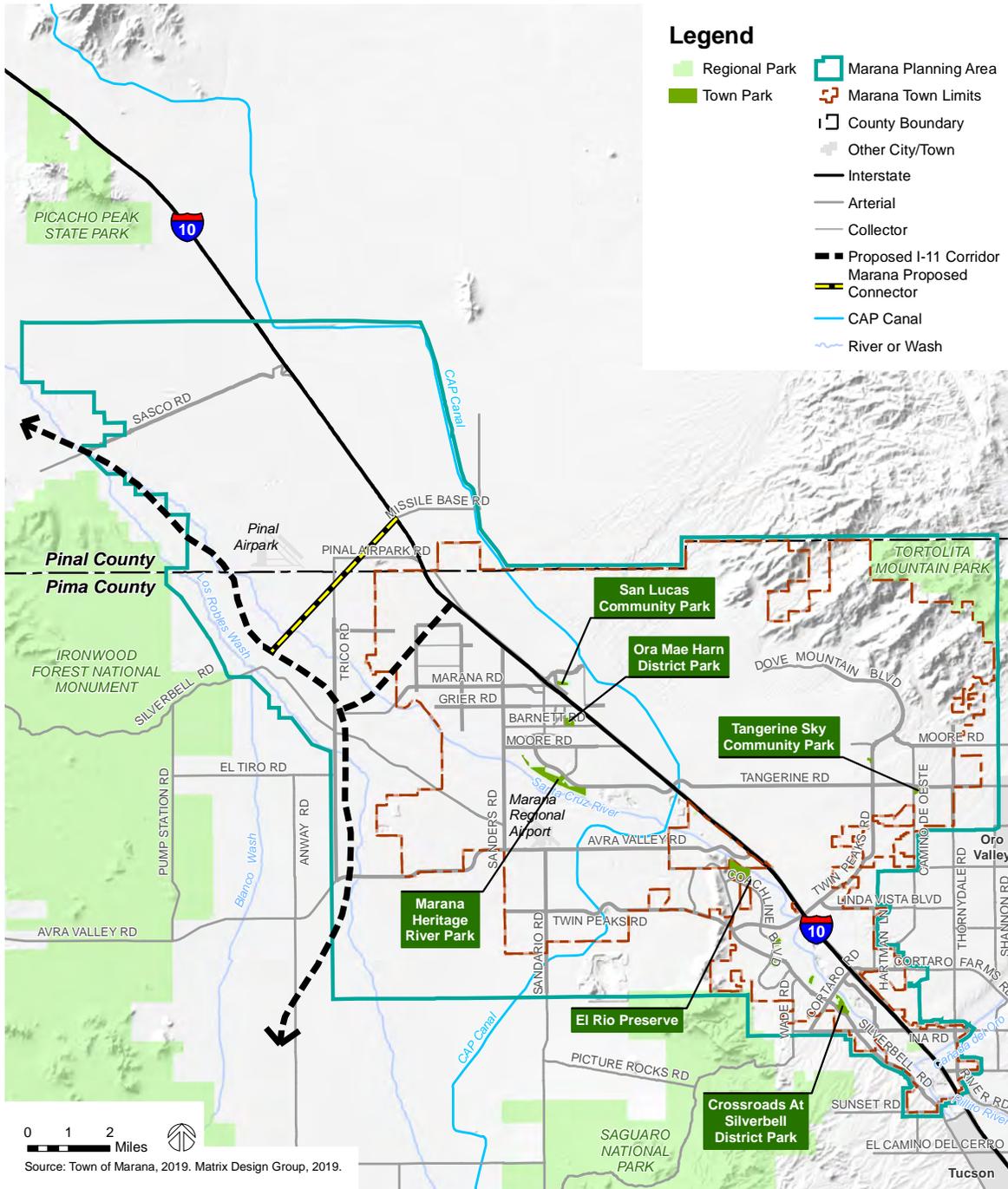


Figure 3-2
Parks and Recreation



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Map Revised: 1/14/2020

Parks, Recreation, Trails, and Open Space Master Plan

The Parks, Recreation, Trails, and Open Space Master Plan was last updated in 2016. The plan studies the level of service across four types of parks: regional, district, community, and neighborhood. The level of service analysis is based on a radial distance from each type of park, using NRPA guidelines. Special purpose parks are also identified in the plan, but not included in the level of service analysis.

- **Regional Parks.** Regional parks are defined as being over 50 acres with a service radius of five miles.
- **District Parks.** District parks are defined as usually between 30 to 50 acres with a service radius of 2.5 miles.
- **Community Parks.** Community parks are defined as usually being between 10 to 30 acres with a service radius of one mile.
- **Neighborhood Parks.** Neighborhood parks are defined as usually being less than ten acres with a service radius of 0.5 miles.
- **Special Purpose Parks.** Special purpose parks, referred to in the Parks, Recreation, Trails, and Open Space Master Plan as natural & cultural resources parks, are areas which include preserves, wildlife areas, historical sites, flora and fauna preservation areas and water recharge basin properties. These areas provide active and passive recreational opportunities for residents and visitors.

This analysis shows that most of the developed and densely populated areas in Marana are well served by parks. The areas unserved include the land owned by the Arizona State Land Department between the CAP canal and Dove Mountain and the northwest Marana area, north of Downtown. Although these areas are largely undeveloped, the goals and policies in this Theme proactively plan for future parks to serve these areas as they begin to develop.



*Birds-eye view of Tangerine Sky Park
Source: Town of Marana*

Recreation Programs and Events

Marana offers over 50 programs, activities, and events for individuals of all ages to get active and involved in the community. These include annual races like the Mother’s Day 5K Fun Run and the Splash N’ Dash Aquathon; youth and adult sports such as basketball and tennis; and outdoor recreation activities like guided horseback rides and Paint Night in the Park.

The Parks, Recreation, Trails, and Open Space Master Plan included a community survey regarding the quality of recreation program offerings. Over 53% of Marana households participate in at least one recreation program, 82% of which rated the quality of the programs offered as “Excellent” or “Good.” However, the survey also raised the issue that current facility capacities make it challenging to expand programs, suggesting Marana should consider additional recreational facilities to meet demand. Future recreation policy direction is provided in this General Plan but should also be incorporated and expanded on in an update to the Parks, Recreation, Trails, and Open Space Master Plan.



*Pool at the Ora Mae Harn District Park
Source: Town of Marana*



*Marana youth flag football clinic
Source: Town of Marana*



*Marana Adult Basketball League.
Source: Town of Marana*



*Marana Mother’s Day 5K Fun Run
Source: Town of Marana*

Arts and Culture Element

Evidence of prehistoric cultures in Marana and the surrounding area dates back at least 13,000 years. The presence of Paleoindian artifacts, specifically, suggests Marana was home to some of the first inhabitants of Arizona. The region has been occupied by a number of distinct groups since that time, including early agriculturalists and the Hohokam who established large villages in the area, as well as various Apache bands, the Tohono O’odham, Mexicans, and European explorers. The Arts and Culture Element reviews the Town’s prehistoric and historic period cultural resources and contemporary arts as a diverse and interwoven heritage that makes Marana what it is today.



*Marana Cotton Festival.
Source: Town of Marana*

Cultural Resources

Marana is rich in cultural resources dating back to the pre-Hohokam and Hohokam periods. Some of the more significant prehistoric sites that have been discovered in Marana include large villages with platform mounds, ball courts, fully developed canal and irrigation systems, and petroglyphs. A few representative sites are summarized below.

Las Capas

Las Capas is an important prehistoric settlement located in the vicinity of the Pima County Reclamation Facility at Ina Road west of the I-10 freeway. Las Capas is the oldest agricultural irrigation system found in all of North America, at 3,600 years old.



Archaeologists studying Las Capas.
Source: Tucson Local Media

Marana Mound Complex

The Marana Mound Complex contains remnants of an ancient Hohokam village, including adobe walls still visible today and a 12-foot-tall earthen platform mound that was likely used for both ceremonial and more mundane purposes.



Adobe-walled rooms excavated by the Arizona State Museum, University of Arizona, at the Marana Mound Hohokam archaeological site.
Source: Allen Dart, Old Pueblo Archaeology Center

Wild Burro Canyon Trail

The Wild Burro Canyon Trail is in the Tortolita Mountains and meanders past ancient bedrock mortars and petroglyphs. This trail also winds past the remains of several stone houses that were built by Marana's homesteaders in the mid-to-late 19th Century.



Remnants of a 19th Century homestead along the Wild Burro Canyon Trail.
Source: Discover Marana

Crossroads at Silverbell District Park

Crossroads at Silverbell District Park is a public park along the Santa Cruz River. During construction of this park, the Town excavated at least two dozen adobe lined pit houses and artifacts from an ancient Hohokam village, as well as remains from the historic Bojórquez -Aguirre Ranch.



*Preserved remnants from the Bojórquez -Aguirre Ranch at Crossroads at Silverbell District Park.
Source: Alan M. Petrillo via Tucson Local Media*

Los Morteros

Los Morteros is a Hohokam community containing a prehistoric ball court, hundreds of dwellings, petroglyphs, and over 300 bedrock mortars, which were likely used to grind mesquite beans and other foodstuffs. The site is further known as Puerto del Azotado, one of Juan Bautista de Anza's major encampments during his famous 18th-century expedition to modern-day California.



*Los Morteros site along the Santa Cruz River.
Source: Laura Cortelyou / Town of Marana*

Due to the prevalence of cultural resources in Marana and the region at large, the Santa Cruz Valley was designated a National Heritage Area by the United States Congress in 2019. This designation recognizes areas for their combination of history, culture, and natural environment. The Santa Cruz Valley is only one of 55 designated National Heritage Areas in the U.S., and covers a large portion of Pima County, including the Town of Marana and south to Nogales.

Marana began preparing for this designation in 2001 through the Santa Cruz River Corridor Plan, and adopted a resolution in 2003 in support of the heritage area application. The goals and policies in this Theme seek to leverage the National Heritage Area designation and begin exploring methods of further protecting, embracing, and celebrating Marana's prehistoric and historic culture.

Contemporary Art

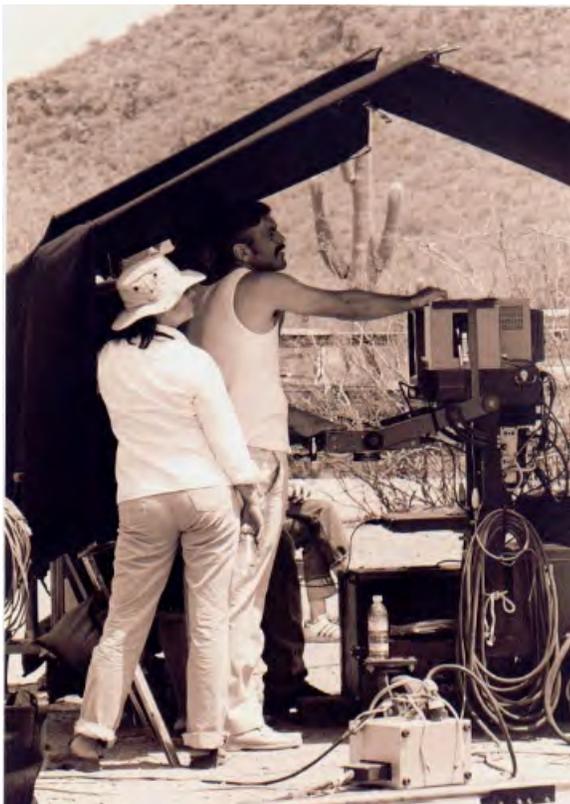
Contemporary art is modern art produced today. Contemporary art displayed in public, such as murals, sculptures, architecture, landscapes, and other public installations, can enliven communities and enhance community identity. Marana established a Public Works Arts Project Committee in 2001 to review proposals for public art projects funded by 1% of public works construction costs. However, this committee has since dissolved.



*Deer sculptures installed at Tangerine Sky Park.
Source: Town of Marana*

More recently, the Marana Citizens' Forum developed recommendations to incorporate public art in the Town to enhance Marana's sense of place, beauty, tourism and economy. The forum identified possible themes, types of art, financing and policy development ideas.

Film Production



*The movie Confessions of a Dangerous Mind was filmed in Marana in 2002.
Source: Discover Marana*

Another form of contemporary art prevalent in Marana is film production. Southern Arizona has been at the center stage of film production due to its scenic environment and western culture. Movies, television shows, and commercials have been filmed in Marana dating from the late 1930s to the present.

The Town established the Marana Film Office in 2017 to help accommodate future filming in the community, and to support tourism consistent with the Economic Development Strategy. The Marana Film Office assists film production companies in a variety of ways, such as helping to identify appropriate filming locations. The Marana Film office was successful in attracting Modern Studios to the community, which opened in January 2019. Modern Studios is a 12,000-square-foot production facility and will be instrumental in attracting and expanding the film production industry in Marana.

Community Preservation, Revitalization, and Redevelopment Element

A community's resiliency relies on its ability to preserve its assets, revitalize aging neighborhoods, and redevelop outdated and underused features. Although the land Marana encompasses has been settled for thousands of years by various cultures, the current Town as it exists today is a relatively new community. Just a handful of young neighborhoods contain most of the Town's population—Continental Ranch, Dove Mountain, and Gladden Farms—with many others on the way. As Marana ages and matures, it is important that the quality and character of these communities be maintained, and that the Town can adapt to new technologies, ideologies, and other societal changes which can positively alter communities.

This Element covers the community aspects that will help Marana sustain a livable and desirable community for generations, including a unifying identity, neighborhood communications and revitalization, as well as redevelopment of outdated community features.



*Aerial view of the Gladden Farms neighborhood.
Source: YouTube*

Community Identity

Many neighborhoods in Marana are located within Master Planned Areas (MPAs) that are developed with their own unique and distinctive character. Because of this, residents often identify with their neighborhood or specific MPA more than with Marana as a whole. This makes it necessary to ensure that neighborhoods throughout Marana are interconnected, but in a way that does not disrupt or eliminate the identity of individual neighborhoods. It is important to create a sense of place that residents can identify with by growing and integrating Marana's identity with existing and future neighborhoods.

Neighborhood Communications

Community members often spend most of their time in and around the neighborhoods they live, making them the local experts on the conditions of their neighborhoods. As such, it is important these residents become advocates for the preservation and rehabilitation of their respective neighborhoods. Establishing partnerships between community members and the Town will assist in creating and sustaining stable neighborhoods.

Neighborhood Revitalization

Neighborhoods are the fundamental building blocks of a community. Declining neighborhoods can have negative effects on surrounding communities, and the Town as a whole. Therefore, as neighborhoods begin to age, it is imperative that these areas receive regular investment to maintain their quality and character. Marana, as well as local community members, should remain proactive in addressing revitalization needs to maintain attractive, desirable, high-quality neighborhoods as the Town ages.

Redevelopment

As societies change and advance, so do the ways communities are developed and the ways people interact within the community. New technologies, ideologies, and trends can all affect how people interact within a community. For example, the accessibility of the automobile allowed people to venture farther for work, which has led to a rapid growth of suburban communities. More recently, the ease of online shopping has reduced the demand for brick and mortar stores. Future trends, such as autonomous vehicles or other unknown technologies, will continue to alter communities. How communities adapt to these changes is directly related to their long-term sustainability. Remaining flexible to redevelopment is key for Marana in adapting to future trends and promoting a resilient community.



Aerial view of the Ina Road Corridor, east of the Ina Road Interchange on Interstate 10.

Source: Town of Marana



*Aerial view of Downtown Marana.
Source: Town of Marana*

Potential future redevelopment areas include Downtown Marana and the area around the newly constructed Interstate 10 and Ina Road traffic interchange. In the Downtown area, the presence of substandard housing, fractured property ownership, and agricultural chemicals are issues which may have blight impacts on the area. In the area of the Interstate-10 / Ina Road traffic interchange, the realigned and expanded freeway, on- and off-ramps, and drainage impoundment areas have resulted in fractured property ownership and other

blighting impacts to the area. The declaration of these locations as redevelopment areas may enable redevelopment funding opportunities, such as local incentives, special districts, statewide programs, and grant funding. A goal, with associated policies, is included to provide for future studies of these two locations as potential redevelopment areas.

Redevelopment planning in Downtown Marana provides endless opportunities to revitalize the area and attract new urban development. Some opportunities include Economic Development incentives, zoning overlays, and establishing a strong, cohesive vision for building a downtown from the ground up. Regarding Ina Road and Interstate 10, the newly constructed traffic interchange, enhanced landscaping and monumentation, aging building infrastructure, and increased traffic to the area have positioned this retail service hub perfectly for redevelopment. As the demand for new goods and services increases, and other market trends push the boundaries of traditional development, the Ina Road Corridor is quickly being recognized as the Town's newest redevelopment frontier.

Goals and Policies

Economic Vitality

Goal PC-1. Marana maintains a healthy, adaptable local economy that creates a highly desirable quality of life through high levels of services and amenities.

- Policy PC 1-1. Continue to maintain, implement, and regularly update Marana’s Economic Development Strategy to enhance Marana’s long-term prosperity.
- Policy PC 1-2. Proactively look ahead to emerging trends and technologies that could change the future of businesses, industries, and commerce.
- Policy PC 1-3. Maintain and grow partnerships with local, state, and national economic development agencies, organizations, and other groups to help gain exposure to outside markets and help position Marana for continued economic development success.
- Policy PC 1-4. Continue pivoting or diverting energies in new directions if new business and industry prospects will provide long-term benefits to the Town and align with Marana’s vision and values.

Goal PC-2. Marana is known as the most business-friendly community in the region through its top-tier business services.

- Policy PC 2-1. Provide a consistent and user-friendly regulatory environment that meets the needs of existing and future businesses.
- Policy PC 2-2. Continue to assist individuals and businesses in understanding and working through regulations and permit processes.
- Policy PC 2-3. Sustain strong relationships with the business community by regularly communicating with key businesses to assess and improve customer service as part of Marana’s competitive advantage.

Goal PC-3. Marana fosters desirable career opportunities for residents, creates growth opportunities for entrepreneurs, and attracts private investment.

- Policy PC 3-1. Support and work with educational institutions in providing workforce training courses and programs.
- Policy PC 3-2. Work collaboratively and explore partnership opportunities with other regional and state entities for business attraction.
- Policy PC 3-3. Develop and implement a formal business retention and expansion program.
- Policy PC 3-4. Develop relationships with national site selection firms for business attraction.

Goal PC-4. Marana strategically provides a toolbox of incentives, resources, and policies to promote economic development.

- Policy PC 4-1. Continue to explore and identify economic incentive best practices as additional tools to the existing programs, along with set criteria for implementation.
- Policy PC 4-2. Actively promote and encourage employers to apply for incentives, such as the Marana Job Creation Incentive Program.
- Policy PC 4-3. Offer streamlined development review and approval processes, such as fast-tracking plans and permits, for projects that help Marana accomplish its economic development goals.
- Policy PC 4-4. Develop and maintain a database of state and federal funding sources and programs that assist in meeting business needs, including financing, training, and services.

Goal PC-5. Marana maintains a diverse and prosperous local economy by attracting and retaining target sector industries to support a sustainable and fiscally balanced town.

- Policy PC 5-1. Continue business attraction efforts that focus on Marana’s four targeted economic sectors.
- Policy PC 5-2. Support high-tech industries through technological infrastructure, including dark fiber.
- Policy PC 5-3. Work with local and regional economic development organizations to identify supply chain opportunities and develop a strategy to attract those businesses.

Goal PC-6. Marana maintains a robust marketing campaign that attracts national businesses to the community.

- Policy PC 6-1. Take advantage of individual economic development marketing opportunities, and build a wider economic development brand and marketing strategy.
- Policy PC 6-2. Ensure Marana’s Economic Development and Tourism webpage is regularly maintained and updated with available sites, buildings, and businesses, as well as other important information for prospective businesses.
- Policy PC 6-3. Partner with the Marana Chamber of Commerce to encourage local business involvement in the community.

Goal PC-7. Marana maintains an inventory of development-ready sites to attract future businesses and industries.

- Policy PC 7-1. Identify and prepare a variety of places to locate new businesses.
- Policy PC 7-2. Work with property owners within the employment corridors to help establish development-ready sites for future businesses and industries that will benefit the community.
- Policy PC 7-3. Develop a strategy to prioritize properties for potential acquisition in areas that may facilitate appropriate business development projects.
- Policy PC 7-4. Collaborate with various internal departments to develop a strategic infrastructure plan that facilitates infrastructure delivery to development-ready sites.

Goal PC-8. Marana partners with post-secondary educational institutions to maintain a highly-educated workforce.

- Policy PC 8-1. Actively seek partnership opportunities with post-secondary institutions that have programs relevant to Marana’s natural and/or business environment.
- Policy PC 8-2. Develop partnerships with post-secondary institutions to expand or develop Class A buildings to house such educational institutions.

Policy PC 8-3. Establish a partnership with community and business leaders to target and solicit post-secondary institutions across the country to locate satellite branches in Marana.

Policy PC 8-4. Work with local and regional education providers and employers to connect students to local jobs and internships.

Goal PC-9. Downtown Marana is the central gathering place in the community for culture, events, and entertainment.

Policy PC 9-1. Develop and adopt a conceptual level planning study that provides a vision and implementation steps for the entire Downtown area.

Policy PC 9-2. Seek a potential event space or venue that attracts visitors to Downtown and supports local businesses.

Policy PC 9-3. Seek private sector partners to provide hospitality accommodations in Downtown for travelers to stay in Marana.

Policy PC 9-4. Prepare development-ready sites in Downtown Marana to incentivize development, consistent with a vision established in the conceptual level planning study.

Policy PC 9-5. Develop a unique brand and identity for Downtown Marana to enhance the sense of place.

Policy PC 9-6. Continue to seek creative funding mechanisms for enhancing Downtown Marana’s development and character through public-private partnerships, in combination with the Downtown Marana Reinvestment Fund.

Goal PC-10. The Marana Regional Airport is a renowned corporate business location in Arizona.

Policy PC 10-1. Support the long-term viability of the Marana Regional Airport through strategic infrastructure investment, land use planning, and marketing to prospective developers that may be influenced by airport operations.

Policy PC 10-2. Preserve land surrounding the Marana Regional Airport to support future expansion.

Policy PC 10-3. Implement the Marana Regional Airport Master Plan.

Policy PC 10-4. Identify opportunities for connecting the Marana Regional Airport to local destinations, such as resorts.

Policy PC 10-5. Seek opportunities for expanding the Marana Regional Airport's runway to support commercial aircraft.

Goal PC-11. Major transportation corridors provide a business environment attractive to emerging industries, including transportation, logistics, distribution, manufacturing, light industrial, and high-tech industries.

Policy PC 11-1. Identify economic opportunities along major transportation infrastructure including interstates, railroads, and airports that will attract businesses.

Policy PC 11-2. Work closely with federal, state, and local partners, such as the Federal Aviation Administration, Union Pacific Railroad, Arizona Department of Transportation, and Regional Transportation Authority, to ensure transportation corridors continue to adequately serve associated businesses and industries.

Policy PC 11-3. Market Marana's proximity to Interstate 10, Union Pacific Railroad, Pinal Airpark, and the future Interstate 11 Corridor to prospective industries that can capitalize on the combination of these assets, such as transportation, logistics, and distribution companies.

Policy PC 11-4. Develop a Transportation Logistics marketing plan that closely aligns with the Economic Development Strategy.

Goal PC-12. Pinal Airpark maintains the resources to attract a wide variety of businesses and industries.

Policy PC 12-1. Consider developing a combined or shared control tower between Pinal Airpark and the Marana Regional Airport.

Policy PC 12-2. Partner with Pinal County on Pinal Airpark operations and surrounding development.

Goal PC-13. Marana has a thriving tourism industry supported by its cultural resources, contemporary art, recreational amenities, scenic open spaces, film industry, and iconic resorts.

Policy PC 13-1. Develop a marketing strategy for sustainable tourism that is focused on outdoor activities, such as birding, hiking, biking, and gastronomy.

Policy PC 13-2. Continue to monitor future opportunities for resort development.

- Policy PC 13-3. Develop and regularly update a Tourism Master Plan that focuses on sustainable tourism as an economic driver in Marana.
- Policy PC 13-4. Continue to work with the Chamber of Commerce, as well as other local and regional groups, organizations, and societies that support and market tourism in Marana.
- Policy PC 13-5. Maintain and regularly update the Discover Marana website with new events, attractions, and accommodations.
- Policy PC 13-6. Continue to conduct social media marketing campaigns across a variety of platforms that announce events, provide information about destinations, and posts photos and videos of tourist destinations and activities through the Town.
- Policy PC 13-7. Collaborate with local Native American tribes and nations to expand cultural tourism opportunities in Marana.
- Policy PC 13-8. Explore opportunities for a cultural interpretive center as a tourist attraction.
- Policy PC 13-9. Assess and consider an incentive program for the film industry.

Public Safety

Goal PC-14. Marana maintains the highest public safety standards and integrity to ensure the Town is a safe and inviting place to live, work, and play for all citizens and visitors.

- Policy PC 14-1. Ensure that public safety services consider adaptability to change, quick problem-solving, and cultural sensitivity.
- Policy PC 14-2. Ensure that police services can accommodate future growth, including potential annexations, and the increase in emergency calls related to growth by regularly projecting future personnel, facility, and infrastructure needs.
- Policy PC 14-3. Continue to provide the Police Department with equipment that will support the overall welfare of the community.
- Policy PC 14-4. Continue to strengthen relationships with the Pinal County Sherriff's Department to proactively prepare for and ensure adequate public safety in future annexed areas within the County.

- Policy PC 14-5. Seek out and attain accreditation through a reputable and recognized accreditation program to further enhance public trust and validate the professionalism of the Marana Police Department.
- Policy PC 14-6. Actively seek out innovative practices in policing and crime prevention.
- Policy PC 14-7. Support programs that promote community health, such as the Dispose-A-Med program.
- Policy PC 14-8. Continue to work with the Northwest Fire District, Golder Ranch Fire Districts, Avra Valley Fire District and Picture Rocks Fire Districts to improve by-stander CPR rates above the national average.

Goal PC-15. The Marana Police Department continues to foster strong relationships with its citizens through community relations programs.

- Policy PC 15-1. Continue to use and promote social media to connect with community members.
- Policy PC 15-2. Promote and enhance existing community relation programs, such as the Volunteers in Police Service, Explorer Post #77, and Citizens Police Academy.
- Policy PC 15-3. Continue to seek and support new community relations programs that successfully engage and build trust between police officers and citizens.
- Policy PC 15-4. Involve the Marana Police Department in Town-wide events to provide educational information, safety tips, and other demonstrations for attendees.
- Policy PC 15-5. Encourage residents and business owners to participate in events or methods for building relationships with one another to improve neighborhood safety, such as the neighborhood watch program.
- Policy PC 15-6. Regularly communicate with businesses to ensure that a safe and secure working environment is maintained throughout Marana.

Goal PC-16. Marana provides effective fire education and protection services to minimize the damage and spread of fires.

- Policy PC 16-1. Continue to work with the Northwest Fire District, Golder Ranch Fire District, Avra Valley Fire District, and Picture Rocks Fire District to improve or maintain Insurance Services Organization (ISO) ratings for the Town.
- Policy PC 16-2. Continue to work with the Northwest Fire District to maintain the firefighter to population ratio above the national average.
- Policy PC 16-3. Work with the Northwest Fire District to promote public fire safety knowledge, such as awareness of fire hazards.
- Policy PC 16-4. Actively seek out innovative practices towards fire and life safety and fire prevention programs.
- Policy PC 16-5. Encourage fire districts to participate in Town-wide events to provide educational information, safety tips, and other demonstrations for attendees.

Goal PC-17. Marana protects life and property during emergency situations by proactively preparing for natural and man-made hazards.

- Policy PC 17-1. Prepare regular updates to the Emergency Operations Plan to address changes in the environment, technology, and other conditions that may threaten the community in the future.
- Policy PC 17-2. Ensure emergency responders are adequately prepared for a wide variety of situations through regular training procedures.
- Policy PC 17-3. Coordinate with adjacent jurisdictions’ emergency responders to identify needs related to information sharing, operations, and disaster planning.

Goal PC-18. Marana’s built environment is planned and designed to bolster safety in the community.

- Policy PC 18-1. Maintain a high quality of code enforcement services to mitigate hazards associated with the built environment.
- Policy PC 18-2. Encourage design methods that prevent crime, such as the Crime Prevention Through Environmental Design approach.

Goal PC-19. Medical facilities provide convenient access to health care for residents of all ages and needs.

- Policy PC 19-1. Promote the use of Sun Shuttle paratransit services.
- Policy PC 19-2. Support the operation of the Marana Health Center and other medical facilities within the community.
- Policy PC 19-3. Support the development of medical facilities in various areas of the Town in proximity to population clusters.

Recreation

Goal PC-20. Marana supports a healthy, active community through a high-quality park and recreation network.

- Policy PC 20-1. Update and implement the 10 Year Town of Marana Parks & Recreation Master Plan 2020-2030 to address all existing park and recreation facilities, as well as future community needs for parks and recreation properties and services.
- Policy PC 20-2. Continuously evaluate recreational facility capacities to ensure that recreational needs are being met.
- Policy PC 20-3. Consider the use of linear parks to connect open spaces with other destinations within the Town.
- Policy PC 20-4. Provide urban spaces that include recreational opportunities, walkways, or trails to serve the community.
- Policy PC 20-5. Seek to maintain a level of service for parks that is greater than the national standard.
- Policy PC 20-6. Identify funding opportunities to meet the recreational needs of existing and future residents.

Goal PC-21. Marana proactively plans for future parks that enhance the overall community.

- Policy PC 21-1. Identify potential locations for future district and community parks in the Parks, Recreation, Trails, and Open Space Master Plan, particularly in underserved areas, in anticipation of future development.
- Policy PC 21-2. Explore the potential to use the Bureau of Reclamation property east of Marana Regional Airport as a future district or regional park.

Policy PC 21-3. Identify opportunities for partnering with local and regional agencies to create combined cultural and recreational amenities.

Policy PC 21-4. In coordination with regional parks, plan appropriate public use facilities within natural resource parks that support Town-sponsored recreation.

Goal PC-22. Marana’s parks and recreational amenities are accessible throughout the Town and to all residents.

Policy PC 22-1. Site parks in Marana to ensure that residents throughout the Town have access to recreational facilities, in accordance with the Parks, Recreation, Trails, and Open Space Master Plan.

Policy PC 22-2. Ensure park and recreational facilities are American with Disabilities Act (ADA) accessible.

Policy PC 22-3. Ensure that parks and recreational facilities are linked to neighborhoods, schools, and the regional trail network.

Policy PC 22-4. Locate future community and regional parks near major arterials.

Goal PC-23. Marana maintains multiple park and recreational facilities that hold year-round indoor activities for community members of all ages and abilities.

Policy PC 23-1. Seek funding for and develop indoor community recreational facilities that can be enjoyed by community members of varying abilities.

Policy PC 23-2. Consider multigenerational needs when planning for and developing new recreational facilities and/or programs.

Policy PC 23-3. Continue to identify and pursue opportunities for joint use agreements for recreational facilities.

Goal PC-24. New residential developments feature accessible park and recreational amenities that are integrated and connected to the Town-wide network.

- Policy PC 24-1. Annually review and update requirements for impact fees and dedications as appropriate for park development.
- Policy PC 24-2. Continue to require developers to include parks, open spaces, and trails in new residential development.
- Policy PC 24-3. Support the development of recreational facilities in existing and new residential developments.
- Policy PC 24-4. Ensure that recreational facilities, including those maintained by homeowners' associations, are maintained according to the standards developed in the Parks, Recreation, Trails, and Open Space Master Plan.

Goal PC-25. Marana offers a wide variety of recreational programs for residents of all ages and abilities.

- Policy PC 25-1. Through the Parks, Recreation, Trails, and Open Space Master Plan, assess recreational level of service throughout Marana and prioritize new programs where needed.
- Policy PC 25-2. Work with surrounding communities to combine efforts in recreational programming.
- Policy PC 25-3. Encourage and support sporting tournaments at Town recreational facilities.
- Policy PC 25-4. Collaborate and partner with recreational providers to offer additional recreational programs in underserved areas within the Town.

Goal PC-26. An interconnected system of trails throughout Marana provides opportunities for healthy lifestyles by connecting communities with open spaces, employment areas, and other destinations.

- Policy PC 26-1. Ensure that trails have connectivity throughout the Town and plan trails appropriately for areas that have natural or man-made barriers, such as interstates.
- Policy PC 26-2. Use multi-purpose trails as buffers between urbanized and rural or open space areas, where appropriate.
- Policy PC 26-3. When planning for trails, consider materials that are most appropriate for the place and that are sustainable, such as bridle paths in open space areas.

Arts and Culture

Goal PC-27. **Marana’s significant cultural resources are protected from encroachment and damage.**

- Policy PC 27-1. Consider adopting a Cultural Resources Master Plan that identifies cultural resources for preservation and creates strategies for preserving such resources.
- Policy PC 27-2. Collaborate with Native American tribes and nations, as well as local and regional agencies and Non-Governmental Organizations to ensure that cultural resources within Marana are being preserved and interpreted appropriately.
- Policy PC 27-3. Partner with the Marana Heritage Conservancy and other cultural resource management firms and regional experts to identify significant cultural resources within the Town and determine methods for cultural resource conservation and preservation.
- Policy PC 27-4. Consider acquiring culturally sensitive sites that are currently held on private land to preserve the resource and provide education opportunities to the community.
- Policy PC 27-5. Continue to include cultural resource agencies in the development review process to provide sensitive analysis of cultural affairs.
- Policy PC 27-6. Continue to meet and exceed federal and state standards for protecting cultural resources in Marana.

Goal PC-28. **Marana embraces and celebrates its rich cultural heritage.**

- Policy PC 28-1. Seek opportunities to leverage the Santa Cruz Valley National Heritage Area designation.
- Policy PC 28-2. Consider developing special use parks that protect significant cultural sites, educate the community about the heritage in Marana, and provide other recreational opportunities like the Marana Heritage River Park and the El Rio Preserve.
- Policy PC 28-3. Partner with stakeholders to acquire and protect the Marana Mound site to then consider establishing the site as a tourism destination for sightseeing, in coordination with local Native American tribes and nations and other stakeholders.
- Policy PC 28-4. Encourage future developments to embrace cultural heritage in Marana through themed developments that incorporate the history of human settlement.

Policy PC 28-5. Work with the local Native American tribes and nations to ensure authenticity of cultural art projects.

Policy PC 28-6. Continue to expand and market Marana's rich culture and history through heritage tourism and other culturally focused activities, such as the gastronomy tours.

Goal PC-29. Public art throughout Marana expresses the Town's values and creates an attractive, inviting community for residents and visitors.

Policy PC 29-1. Consider reestablishing or expanding on a public art program that provides guidelines, education, and funding in support of the Town's culture and heritage.

Policy PC 29-2. Explore adoption of a funding mechanism or dedicated funding for public art, including the regular incorporation of public art into Capital Improvement Projects.

Policy PC 29-3. Through design standards, encourage developers to incorporate art that reflects culture and history in Marana.

Policy PC 29-4. Include local artists, artisans, and students in public art projects where feasible.

Policy PC 29-5. Integrate public art into Town redevelopment projects, as appropriate.

Policy PC 29-6. Seek art competitions and festivals that can be held downtown.

Goal PC-30. Marana is an attractive destination for filmmakers and film production.

Policy PC 30-1. Continue to support the Marana Film Office.

Policy PC 30-2. Market filming locations in Marana for a variety of film production, including movies, documentaries, TV shows, commercials, and other forms of digital media.

Policy PC 30-3. Explore strategies for protecting some of Marana's iconic filming locations and scenery.

Goal PC-31. Marana holds Town-wide events that foster community pride and heritage.

Policy PC 31-1. Continue to develop town-wide events that celebrate culture and heritage in Marana.

Policy PC 31-2. Continue to promote the heritage of Marana through community events.

Community Preservation, Revitalization, and Redevelopment Element

Goal PC-32. **Marana has an iconic identity that unifies the entire community.**

Policy PC 32-1. Consider developing wayfinding systems and gateways in neighborhoods and at major access points into the Town.

Policy PC 32-2. Protect, and where appropriate, enhance the character of neighborhoods through design and the development of compatible uses.

Policy PC 32-3. Reinforce Marana’s small-town identity in future developments as the community grows.

Goal PC-33. **Marana’s neighborhoods are thriving, desirable destinations for current residents and relocating families.**

Policy PC 33-1. Proactively address neighborhood revitalization needs.

Policy PC 33-2. Evaluate and implement appropriate best practice programs to support existing residential areas in addressing housing deterioration such as emergency repair funding, community-involved neighborhood maintenance events, and other assistance to maintain and enhance aging neighborhoods.

Policy PC 33-3. Encourage an appropriate mix of land uses and amenities within neighborhoods that enhances the overall quality of life and provides proximity to daily needs for residents.

Policy PC 33-4. Use paths and trails to connect neighborhoods to one another.

Policy PC 33-5. Promote and educate the community about neighborhood services that the Town provides, such as the Houses-to-Homes Program and the Marana Clean-Up Trailer.

Policy PC 33-6. Educate the community, especially property owners, of the value of maintaining and enhancing their properties and neighborhoods.

Policy PC 33-7. Identify essential services within neighborhoods to ensure that residents’ needs are being met, such as convenient access to retail shopping.

Policy PC 33-8. Identify areas underserved by retail grocery stores and explore and implement appropriate strategies to effectively attract development related to convenient access to food.

Goal PC-34. Marana proactively addresses deteriorating areas and supports rehabilitation efforts to maintain the community's high quality of life.

- Policy PC 34-1. Explore the possibility of becoming an entitlement community and receiving direct HUD funding for the Town's Community Development Block Program (CDBG).
- Policy PC 34-2. Explore new opportunities to expand the Town's CDBG program for the betterment of residents and neighborhoods.
- Policy PC 34-3. Identify areas most in need of revitalization.
- Policy PC 34-4. Prioritize revitalization in areas that are in most need of improvements for quality of life.
- Policy PC 34-5. Continue to establish and cultivate working relationships with local schools and businesses to maintain attractive and inviting environments.
- Policy PC 34-6. Encourage infill development in commercial areas, specifically where there are existing vacant lots or underutilized properties.
- Policy PC 34-7. Seek redevelopment and revitalization incentives and programs to improve properties.

Goal PC-35. The safety, quality and livability of Marana is enhanced and sustained through the maintenance of property.

- Policy PC 35-1. Explore the possibility of adopting a Town Neighborhood Preservation Code to aid in the maintenance of properties and increase property values.
- Policy PC 35-2. Actively monitor the condition of vacant and abandoned properties.
- Policy PC 35-3. Identify housing areas in need of revitalization and prioritize those areas for funding and resources.

Goal PC-36. Older areas in need of redevelopment are provided resources to enable redevelopment and revitalization.

- Policy PC 36-1. Explore opportunities to develop and implement the Downtown Overlay District in the Downtown Area.
- Policy PC 36-2. Consider programs for redevelopment areas to enable redevelopment and revitalization of these areas.

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