AGENDA
JOINT ORO VALLEY/MARANA TOWN COUNCIL
STUDY SESSION
May 13, 2011
HILTON EL CONQUISTADOR RESORT
10000 N. ORACLE ROAD
CORONADO BALLROOM

STUDY SESSION AT OR AFTER 12:30 PM
CALL TO ORDER
ROLL CALL

1. Presentation by Arizona State University – Tourism Resource Assessment

   a. Discuss Oro Valley/Marana Branding/Marketing/Tagline

   b. Presentation - Unveiling of Draft Marana/Oro Valley Recreation Brochure

2. Imagine Greater Tucson update

3. Council One-on-One Partnerships

FUTURE AGENDA ITEMS (The Council may bring forth general topics for future meeting agendas. Council may not discuss, deliberate or take any action on the topics presented pursuant to ARS 38-431.02H)

ADJOURNMENT

POSTED: 5/6/11 at 5:00 p.m. by tlg

When possible, a packet of agenda materials as listed above is available for public inspection at least 24 hours prior to the Council meeting in the office of the Town Clerk between the hours of 8:00 a.m. – 5:00 p.m.

The Town of Oro Valley complies with the Americans with Disabilities Act (ADA). If any person with a disability needs any type of accommodation, please notify the Town Clerk's Office at least five days prior to the Council meeting at 229-4700.

CC-568 **Item # 1.**

Joint Oro Valley/Marana Study Session

Meeting Date: 05/13/2011

Requested by: Amanda Jacobs **Submitted By:** Amanda Jacobs, Town Manager's Office

Department: Town Manager's Office

Information

SUBJECT:

Presentation by Arizona State University – Tourism Resource Assessment

RECOMMENDATION:

This report is for information only.

EXECUTIVE SUMMARY:

On February 9, 2011, the Marana and Oro Valley Town Councils held a joint meeting to discuss current and future economic development opportunities. At the beginning of the year, Marana and Oro Valley requested that Arizona State University (ASU) conduct a Tourism Resource Assessment of both communities. The purpose of the assessment is to provide an "outside" perspective on tourism opportunities for Marana and Oro Valley to potentially pursue. Dr. Timothy Tyrrell, Professor, Tourism Development and Management will be in attendance this afternoon to present the results of the Tourism Resource Assessment.

BACKGROUND OR DETAILED INFORMATION:

Based on key findings from the Tourism Resource Assessment, staff is seeking direction from Council to seek outside assistance to develop a joint Marana - Oro Valley brand.

FISCAL IMPACT:

The Tourism Resource Assessment was a free service conducted by ASU. The total printing cost for the assessment is $4,574, which will be paid jointly by Marana and Oro Valley.

SUGGESTED MOTION:

This report is for information only. No action is required.

Attachments

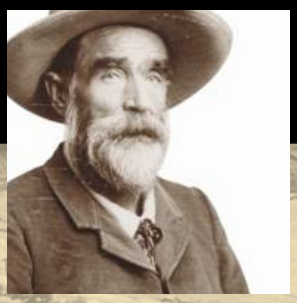
Tourism Resource Assessment

Arizona State University

May 2011

tourism resources & opportunities

Marana and Oro Valley, Arizona



ASU College of Public Programs
ARIZONA STATE UNIVERSITY

About this Report

This report describes the results of the regional resources and tourism potential for Marana and Oro Valley. The research was conducted in the spring of 2011 by 42 ASU students in TDM 402 (Tourism Research) under the supervision of Dr. Timothy Tyrrell. It describes the resources and opportunities for six geographic districts of the region leading toward the development of an integrated tourism development plan. Each of the six districts was analyzed in terms of eight separate resource categories as shown in the figure.

Figure 1 **Eight Community Tourism Resources**

Figure 1 The figure illustrates how the eight community resources relate to one another. Natural and Environmental Systems form the base as the most basic community resources. They support Historical Community Development, Social and Cultural systems and the Community Economic System. The Community Tourism Industry rests on top of these. Three resource categories serve to integrate, support and enhance the others across the region: Place Making and Destination Branding are shown as the left-side support. Public Services and Infrastructure is shown as the right-side support. Community Governance is shown as the protective cap on the system.

The region was divided into six districts for this analysis. Each district was analyzed separately for its potential role in regional tourism development and for its potential contributions to an integrated plan.

Acknowledgements

The authors of this report would like to thank the Marana and Oro Valley Town Councils for supporting this research and the generous assistance of four persons:

Josh Wright, Director of Strategic Initiatives, Town of Marana

Amanda Jacobs, Economic Development Manager, Town of Oro Valley

Frank Cassidy, Town Attorney, Town of Marana

Kevin Kish, Development Services General Manager, Town of Marana

Felipe Ruiz, Layout, design, and team photos, ASU College of Public Programs, Marketing Department

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A Message from the Mayor of Marana

"The Town of Marana has enjoyed working with the Town of Oro Valley and Arizona State University on this project. The students have brought an innovative and important perspective to their work and we look forward to using the projects results to both make our region more attractive for tourism as well as continue to build an outstanding quality of life for Marana residents."

Ed Honea
Mayor of Marana

A Message from the Mayor of Oro Valley

"This has truly been a collaborative project between Arizona State University, Town of Marana and Town of Oro Valley and the project results will be very beneficial as we move forward to increase tourism and market Oro Valley as a travel destination. The passionate perspective from the University students was enlightening and creative."

Dr. Satish I. Hiremath
Mayor of Oro Valley

Destination Quality and Competitiveness

The approach taken in this project can be described as research about "Tourism for the Community." By focusing on the qualities that make the region both a desirable place to live for residents and an attractive destination for visitors, our report seeks to find the ideal balance for development of a highly competitive destination. Our assessment of the resources of Marana and Oro Valley is intended to focus attention on the broad range of aspects that define the common themes of the region as well as the unique features of the districts within the region.

We have punctuated our findings with quotations from highly accredited tourism and community development scholars and results from our informational investigations. This version of our report includes only our key findings and recommendations. Complete reports for each district are available. Most of our data has been reported elsewhere. We have made every effort to confirm our findings, but recognize that many of them need additional validation. We have tried to remain unbiased in our assessment and have refrained from promoting any specific type of tourism development project. Instead, we have indicated what we feel are promising regionals roles of the districts for development of an integrated regional tourism industry.

This report is unique in its perspective. It reflects the assessment of college-educated Millennials with an eye on the potential for tourism development. The perceptions of these researchers are unique **1)** with distinctly different attitudes from previous generations and **2)** as students of tourism development. The findings of this report should provide important insights to the Towns for development of the Marana – Oro Valley region as an integrated tourism destination.

Tim Tyrrell
ASU Professor of Tourism
Director, Megapolitan Tourism Research Center

ASU College of Public Programs
ARIZONA STATE UNIVERSITY

> A destination's competitive environment constitutes the most salient elements that define its immediate arena of competition (Kotler, 1988). Apart from the destination itself, it includes members of the travel trade (i.e., tour packagers, suppliers, retail travel agents, specialty channelers, and facilitators), tourism markets, competitive destinations, and a destination's publics or stakeholders (including residents of the destination, employees of the tourism and hospitality industry, citizen-action groups, the media, financial and investment institutions, relevant government departments, and immediate neighborhoods). As components of the tourism system, they shape the immediate environment within which a destination must adapt in order to compete.

Crouch and Ritchie, 1999, p146

What makes the millenial authors of this report unique?

millenials (18-29)		gen X (30-45)		boomers (46-64)		silent (65+)	
technology use	24%	technology use	12%	work ethic	17%	WWII, depression	14%
music/pop culture	11%	work ethic	11%	respectful	14%	smarter	13%
liberal/tolerant	7%	conservative/trad'l	7%	values/morals	8%	honest	12%
smarter	6%	smarter	6%	"baby boomers"	6%	values/morals	10%
clothes	5%	respectful	5%	smarter	5%	work ethic	10%

Note: Based on respondents who said their generation was unique/distinct. Items represent individual, open-ended responses. Top five responses are shown for each age group. Sample sizes for sub-groups are as follows: Millenials n=527, Gen X n=173, Boomers n=283, Silent n=205.

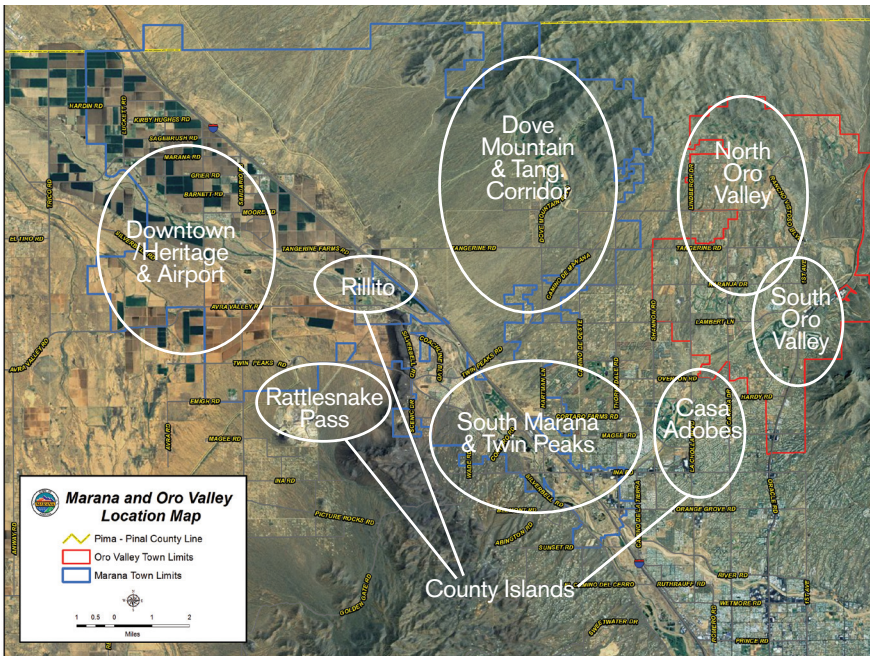
Pew Research Center (2010), "MIllenial: A Portrait of Generation Next" February, p5.

Defining the Marana – Oro Valley Region

The idea for an integrated tourism development strategy was suggested by Josh Wright and Amanda Jacobs in October 2010, and endorsed at the joint Marana/Oro Valley Council study session on February 9, 2011.

The ASU project focused on districts in the region that showed the greatest potential for tourism development. The geography of the study region does not exactly match the town boundaries of the two towns. It includes economic activity centers identified in the Town of Marana Economic Roadmap (2010), all of Oro Valley (divided into Northern and Southern districts) and three unincorporated areas in Pima County that lie within, between or near the two towns.

Marana is outlined in red on the map and Oro Valley is outlined in blue. The districts studied are roughly indicated by the ovals.

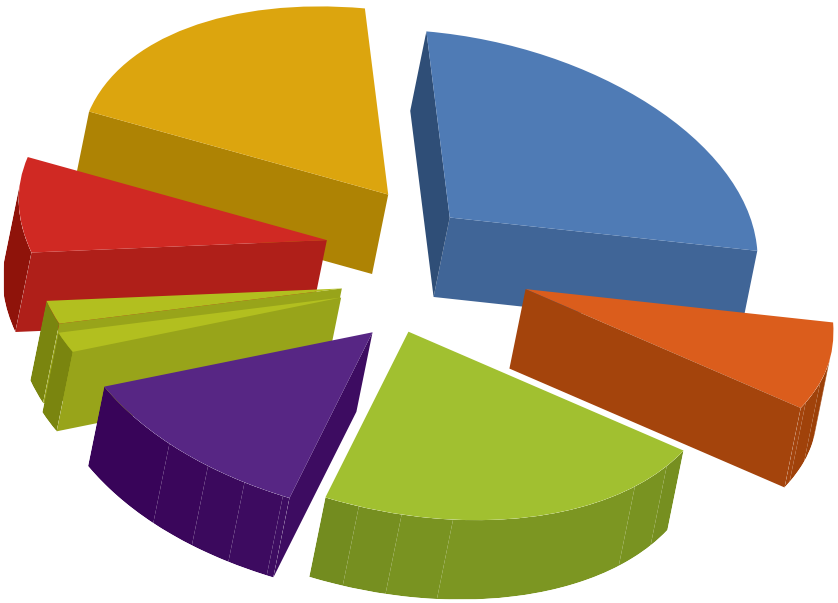


Marana and Oro Valley Location Map (Town of Marana, 2011)

Six districts in the Marana-Oro Valley Region

The six districts of the region are described in approximate counterclockwise order around the region starting with the Dove Mountain area in the northeastern corner of Marana, moving toward southern districts in Marana and Oro Valley and ending back up at the northern district of Oro Valley. The unincorporated areas in and around the two towns - including the Rattlesnake Pass area, Rillito and Casas Adobes - are analyzed as a single district after the others.

While the separation of the region into six districts provides a useful starting point for researching tourism potential around the regions, it is not intended to suggest that the districts should be segregated. Rather is the purpose of this study to develop an integrated regional approach to tourism. The pie chart shows the districts as slices arranged in their approximate geographic relationship, where the sizes of the slices are proportional to the relative land areas.



- **Dove Mountain and Tangerine Corridor**
- **Downtown/ Heritage and Airport**
- **Rillito** (Unincorporated)
- **Rattlesnake Pass** (Unincorporated)
- **South Marana and Twin Peaks**
- **Casas Adobes** (Unincorporated)
- **South Oro Valley** (S of CDO Wash)
- **North Oro Valley** (N of CDO Wash)

Dove Mountain and the Tangerine Corridor

Research Team:

Captain	Jane Fennelly
Integrator	Jessica Edgerton
Nat/Env. Systems	Matthew Bejarano
Soc/Cult. Systems	Luela Kaba
Hist. Development	Glow Ochoa
Economic System	Jessie Lazenby
Tourism Industry	Marcos Souza

Key Findings:

The Hohokams first settled in the area around 300 A.D. Roasting pits and remnants of a village square and pit houses are evidence that a major population center existed in Dove Mountain.

There is a large number of hiking trails in the Wild Burro Canyon and Tortolita Preserve. Access to the Tortolita Preserve trail is from Dove Mountain Road. The 2,400 acre preserve is in the unincorporated area owned by the State Land Department and conserved through a 99-year lease held by the Town. Visitors to the district have access to more than 150 nearby trails with elevations between 900ft. and 3200ft.

Dove Mountain is home of the Ritz-Carlton Resort and Golf Club. The Jack Nicklaus Signature golf course is arguably the most currently notable tourist attraction in the region because of television coverage of the annual World Golf Championships-Accenture Match Play. Another course in the district, the Gallery Golf Course, was named "Arizona's Best New Private Course" in 1999.

The Tangerine Road Corridor Project that will widen Tangerine Road, eliminate dip crossings and provide facilities for bicycle and pedestrian traffic extends 10 miles from Interstate 10 to La Cañada Drive and is a joint project by the Town of Marana, Pima County and the Town of Oro Valley.

The Dove Mountain district has enjoyed close ties to Oro Valley for business services and transportation to Tucson, although the newly completed Twin Peaks/Camino de Manana Corridor may alter these connections.

Regional Roles of the District

The Ritz-Carlton and the Accenture Tournament provide outstanding national visibility to the region and can serve as a major provider of regional information to high-end visitors.

The District can become an even more important headquarters for hiking in the region.

The Tangerine Corridor Project significantly enhanced the transportation infrastructure in the area. Its continued development as a travel corridor will increase the value of travel industry investments in the district and region.

"Destination management includes activities that can enhance the appeal of the core resources and attractors strengthen the quality and effectiveness of the supporting factors and resources and best adapt to the constraints imposed by the qualifying determinants."

Crouch and Ritchie, 1999, p149

Downtown/ Heritage and Airport

Key Findings:

While the history of settlement in the Downtown/ Heritage and Airport district of the region is long, the noteworthy characteristics are its airport, the military aviation role it played in WWII and unfortunately, its lack of a city center. The Downtown, Heritage and Airport district is accessible from Interstate 10, but the entrance to the town is undistinguishable for the potential visitor. Future redevelopment of a town center around the Municipal Complex to anchor an urban northern Marana community is expected to rectify the damage caused by the Arizona Highway Department in 1961 when the general economy recovers. Signage and roadway improvements will be critical for visitors to this district.

The Avra Valley Airport was part of the largest pilot-training center in the world, the Marana Air Base/Pinal Air Park, during WWII, training some 10,000 flyers. The airport, now known as the Marana Regional Airport, was purchased by the Town in 1999 from Pima County and is currently home to more than 300 based aircraft and more than 100,000 takeoffs and landings each year. The airport's full service Fixed Base Operator (FBO) is Tucson Aeroservice Center, which offers fuel, rental cars, charter flights, aircraft maintenance and repair, and flight instruction.

Research Team:

Captain	Tamara Olson
Integrator	Chas Damo
Nat/Env. Systems	Kylie Giles
Soc/Cult. Systems	Eian Tsosie
Hist. Development	Hyeonhyui Jung
Economic System	Connor McBride
Tourism Industry	Patrick Cly

The town has invested in outdoor facilities and natural resources in this district. Among them are the Marana Heritage River Park and access points to the Santa Cruz Walking Trail. The Marana Heritage Conservancy hosts the Annual Fall Harvest Festival at the River Park, which was recently combined with the Town's Founders' Day Festival and depicts the agricultural history and culture of the Marana area.

Regional Roles of the District

Because of its WWII history as a pilot training center, this district could develop its historic WWII aviation attractions.

The Marana Heritage River Park and Santa Cruz Walking Trail could be further developed for environmentally-oriented festivals and events such as the currently successful Fall Harvest Festival/Founders' Day Festival.

The Marana Regional Airport could be used for increased small aircraft traffic and fly-in events.

Heritage Park Photo by: http://localism.com/az/marana/gladden_farms?page=2

"The members of a community must value the potential of their heritage as a tourist product, in order to widen their offer; in order to do this, it is fundamental for the local population itself to establish a "relationship of consumption" with its heritage. In other words, heritage must be positioned strategically in the symbolic construction of community."

Ballesteros Esteban R., Ramirez Macarena H., 2007, p686

South Marana and Twin Peaks

Research Team:

Captain	Amanda Groth
Integrator	Kevin Kennedy
Nat/Env. Systems	Alayna Trippe
Soc/Cult. Systems	Christopher Hogan
Hist. Development	Brittany Gazis
Economic System	Andrew Baynes
Tourism Industry	Desiree Slade

Key Findings:

Travelers going northwest along the base of the Tucson Mountains to Picacho Peak and Casa Grande have had an important influence on the history of southern Marana.

In 1775, Juan Bautista de Anza led an expedition north along the Santa Cruz River to found the city of San Francisco. Their campsite on October 27, 1775, was in present-day South Marana, along the now designated the "Juan Bautista de Anza National Historic Trail."

In 1949, the Arizona Portland Cement Company's Twin Peaks limestone mine was opened in Rillito because of the high quality of the mineral and easy access to markets. Today, a conveyor belt of just less than 4 miles carries minerals from Twin Peak to the cement plant next to Interstate 10. By some accounts it was once the longest conveyor belt in the world.

The recently completed Twin Peaks/Camino de Manana Corridor extends 4.4 miles from Interstate 10 to Dove Mountain, connecting with soon-to-be widened Tangerine Road and providing easier access to Oracle Road in Oro Valley.

The Twin Peaks Road Project included expensive crossings for mule deer and the town harvested cacti and trees to be replanted after construction. Several years earlier, after abandoning a sand and gravel quarry adjacent to a nearby golf course, the Town and the golf course owner agreed on a plan to relocate ten golf holes into the old quarry, reconfiguring eight of the existing holes and creating the State's only quarry golf course.

Marana has always been very friendly to business and boasts some of lowest tax rates in the Southwest. The town does not impose property taxes and levies no impact fees for commercial or industrial development.

There has been considerable development of transient hospitality and retail businesses along Interstate 10 in the Continental Ranch Business District and the Golden Triangle along Ina, Orange Grove and Thornydale roads.

Regional Roles of the District

Due to its history of travel and business friendliness, it can serve as a center for transient visitors traveling between Tucson and Phoenix as well as toward Dove Mountain and Oro Valley along the new Twin Peaks Road/Camino de Manana.

Because of its experience in developing and reusing its quarry and devotion to protecting the transportation corridor, this district could develop as a business-oriented urban environmental showcase, serving as a laboratory or demonstration project for sustainable tourism business development.

Wilson et al (2001) found traditional community economic development strategies to be no longer viable.

"forcing many to look for nontraditional ways to sustain themselves. One of the most popular nontraditional rural development strategies has been tourism and its associated entrepreneurship opportunities because of tourism's ability to bring in dollars and to generate jobs and support retail growth."

South Oro Valley

Key Findings:

Oro Valley has been a major north-south thoroughfare since the earliest of times when the Apaches traveled to and from the White Mountains. Prospectors and pioneers heading to California made their way along this path, stopping to probe the Tortolita and Santa Catalina Mountains for gold and silver (Marriott, & Oro Valley Historical Society, 2008, p.8).

When the Tucson railhead opened in 1880, cattle drivers from the north stopped at the Canada del Oro to fatten and water the animals (Marriott, & Oro Valley Historical Society, 2008, p.8). The Oro Valley Country Club was completed at the base of Pusch Ridge in 1958. Together with the presence of several wealthy residents, the area became firmly established as an affluent community. To protect themselves from annexation by Tucson local residents incorporated Oro Valley in 1974 after a lengthy court battle.

The Hilton El Conquistador Golf & Tennis Resort opened in 1985. This luxury resort, often identified as a Tucson hotel, offers 440 rooms. In addition to the resort, a Holiday Inn Express and Wingate by Wyndham are nearby.

Research Team:

Captain	Alastair Jack
Integrator	David Borsheim
Nat/Env. Systems	Lauren Weston
Soc/Cult. Systems	Jackie Jordan
Hist. Development	Julianne Schmidt
Economic System	Brittany Cimmarusti
Tourism Industry	Holly Fogarty

The public transportation system in Oro Valley includes a dial-a-ride shuttle and six Sun Tran bus routes to Tucson.

In the southernmost part of the district, the connections to Tucson and unincorporated county islands are apparent. Restaurant and retail shops in Oracle Crossings are connected to Tucson brands, the Omni Tucson National Golf Course is just to the west and the Casas Adobes area is just to the east.

Oro Valley Golf Resort Photo by: http://www.orovalleycountryclub.com

Regional Roles of the District

South Oro Valley can play a key role as a bridge to greater Tucson and the Casas Adobes areas. The district's transportation and commercial ties to the Tucson International Airport and the University of Arizona are strongest among all the districts and the history of the district supports a strong connection with its neighbors to the south.

"Facilitating resources and services such as various areas of the financial institutions; construction, wholesale and retail business and other sectors of the local economy including education and research institutions, etc. provide many of the sorts of inputs upon which the tourism industry depends."

Crouch and Ritchie, p.148

North Oro Valley

Research Team:

Captain	Jamie Britts
Integrator	Brian Smith
Nat/Env. Systems	Arlene Rascon Campos
Soc/Cult. Systems	Lonni Summers
Hist. Development	Maile Perreira
Economic System	Nana Okamoto
Tourism Industry	Ryan Kinkead

Key Findings:

"It was the Cañada del Oro that brought the first families to settle in the area around 700 AD, and here they established their pit-house villages" (Marriott and Oro Valley Historical Society, 2008). In Honey Bee Canyon, archaeologists have uncovered significant evidence of a once-thrivingHohokam village.

In the mid-1800's George Pusch, discovered the Canada del Oro, where he established his Steam Pump Ranch on the land that became Oro Valley. (Marriott and Oro Valley Historical Society, 2008, p.7).

The town of Oro Valley is considered an upscale retirement area. According to Wikipedia it has been named as one of the "100 Best Places to Live and Launch," one of the top ten best towns for families in America and one of "America's Top-Rated Smaller Cities" (Wikipedia. 2011) These ratings and other acclaims noted the excellence of schools, medical facilities, golf courses and low crime rates.

Because of the high quality of life in Oro Valley, the northern district has attracted an impressive list of bio-technology firms to its Innovation Park. These include Sanofi-aventis, the third largest pharmaceutical company in the world; Ventana Medical Systems, a member of the Roche Group, a producer of automated diagnostic systems for anatomical pathology; and Honeywell, a producer of electronic control systems.

One of the most important natural resources in the region is Catalina State Park, a much-liked destination for hikers, bikers and equestrians. A park entrance is just east of the Town off Oracle road. This entrance provides access to hiking trails and the Romero Ruin archeological site; however, there is no direct automobile access to Mount Lemmon (ski resort) or higher elevations of Santa Catalina Mountains.

The Town is home to the El Conquistador Country Club (opened in 1982), and golf courses at Rancho Vistoso and Stone Canyon.

Regional Roles of the District

Oro Valley has distinguished itself as a high quality residential community attracting internationally recognized technology firms north of the Canada del Oro. As such it might serve the region through its connections to elite business travelers and their families.

The rich history of the district, the immediate access to Catalina State Park and potential development of Naranja Park provide excellent opportunities to contribute to the region's cultural and environmental and recreational attractions.

"To be a well-planned community that uses its resources to balance the needs of today against the potential impacts on future generations. Oro Valley's lifestyle is defined by the highest standard of environmental integrity, education, infrastructure, services and public safety. It is a community of people working together to create the Town's future with a government that is responsive to residents and ensures the long-term financial stability of the Town"

2009, Town of Oro Valley

Unincorporated County Islands

Key Findings:

The unincorporated county islands lie within, between and around the towns of Marana and Oro Valley. They can be both a strength and weakness for the development of tourism in the region. Casas Adobes and the Rattle Snake Pass area show the most potential for immediate tourism development linked to the towns. Rillito is in desperate need of renovation.

The relationship between the White Stallion Dude Ranch near Rattle Snake Pass and the Ritz Carlton in the Dove Mountain area of Marana is an excellent example of the existing links between an unincorporated area and the towns. The century-old working cattle ranch offers guests trail rides, rodeos, and opportunities to participate in ranching activities.

The Casas Adobes area has rich history and a well established shopping center that could be the center for community festivals or events drawing day trippers to the region from Tucson and other nearby areas.

Other attractions in the Casas Adobes area include the Omni Tucson National Golf Resort, recently selected as one of the 75 Best Golf Resorts in North America by Golf Digest, and the Tohono Chul Park, a 49-acre nature preserve and botanical garden which hosts year-round events and a concert series.

The Rillito area has close historical ties with Marana and is rich with African American history. In 2000, the US Census showed Rillito to have a population of 148 and average household income of $17,000.

White Stallion Ranch | www.wsranch.com

Research Team:

Captain	Brittanie Collinsworth
Integrator	Kendall Merritt
Nat/Env. Systems	Heather Gold
Soc/Cult. Systems	Meredith Jenks
Hist. Development	Melissa Keele
Economic System	Sarah Zwisler
Tourism Industry	Kjerstin Knutson

Regional Role of the Districts

Unincorporated county islands around the region provide a wide variety of additional attractions including a traditional dude ranch and a botanical garden. These attractions could enhance the regional brand of the area.

Unincorporated areas with the region, such as Rillito, provide a challenge for redevelopment but also an opportunity for future growth and community development.

"As tourism becomes increasingly important to communities around the world, the need to develop tourism sustainably also becomes a primary concern. Human communities represent both a primary resource upon which tourism depends, and their existence at a particular place at a particular time may be used to justify the development of tourism itself." Hall, 2003

Research Team:

Chas Damo	Downtown Marana
Brian Smith	North Oro Valley
Jessica Edgerton	Dove Mountain
Kevin Kennedy	South Marana
David Borsheim	South Oro Valley
Kendall Merritt	County Islands

Key Findings: Public Services and Infrastructure

The Twin Peaks/Camino de Manana Corridor connecting Interstate 10 to Dove Mountain and the soon-to-be widened Tangerine Road provide significant new connections between Marana and OroValley districts. These projects greatly reduced travel times in the region and have been especially important in connecting Dove Mountain to the rest of Marana.

Other transportation infrastructure improvements such as the Pima County Bicycle and Pedestrian Program the development of trails in Marana and Oro Valley will be attractive to active and touring visitors.

Water can be an important regional integrating factor. Both towns have strong policies for conservation of, access to and sustainable use of water resources. The deliberate collaboration between towns on this critical resource will have strong implications for all types of regional tourism development.

Region-wide signage policies and plans need to be developed by the towns and county. Even with GPS technology, a new visitor to the region will have difficulty finding attractions and negotiating the routes to a destination.

Key Findings: Place-Making and Branding

There is currently no brand for the region. A destination brand is a commonly held perception about a place that evokes feelings, emotions, thoughts and opinions about it as a place. A unifying brand for the region will have a powerful effect on both tourism development and community development generally. While tourism and community planners in the region can lay the foundation for such a brand and influence awareness about it, the brand itself will ultimately be determined by the people who use it – both residents and tourists.

A good brand can provide benefits to tourists (creating trust and saving time), to marketers (providing focus to a cooperative approach) and community residents (building pride and promoting a common goal). A brand can be promoted both online (social media and websites) and offline (printed guides and signage).

The development of a brand for the Marana – Oro Valley region should begin with surveys of tourists and residents to determine their current perceptions of the region as a place to visit and live. Government and private sector institutions should then agree on a unifying brand that conveys the best image of regional tourism resources and encourages the most advantageous community development.

"Infrastructure development is a vital component in encouraging a country's economic growth. Developing infrastructure enhances a country's productivity, consequently making firms more competitive and boosting a region's economy. Not only does infrastructure in itself enhance the efficiency of production, transportation, and communication, but it also helps provide economic incentives to public and private sector participants. The accessibility and quality of infrastructure in a region help shape domestic firms' investment decisions and determines the region's attractiveness to foreign investors."

Alexeenko & Graefe 2008

Regional Tourism Integration: The Regional Roles of the Districts

Tucson and the southern Arizona area currently receive 6.7 million visitors annually (Arizona Office of Tourism, 2009). Tourists stay an average of 3.5 days in and have an average party size of 2.2. The average age of tourist in the area is 49 and they travel to the region mostly to visit friends and family (45%). An additional 11% travel here for business and 11% are touring. Most arrive by private automobile (53%) but 22% arrive by air and 15% rent cars. The majority of visitors come from Phoenix, Los Angeles, San Diego, Sacramento and Chicago.

It is common for travel agents and hospitality industry professionals to guide current Marana and Oro Valley visitors toward attractions out of the region. The Arizona Guide, the official Arizona travel and vacation guide from the Arizona Office of Tourism, tells Marana visitors "There are many attractions nearby, including the Arizona-Sonora Desert Museum, Saguaro National Park, and Old Tucson Studios." The same guide tells Oro Valley visitors "Catalina State Park is just east of Oro Valley, where visitors can experience the southernmost ski area in the U.S. at Mount Lemmon." However, the drives are not short.

The six districts analyzed in this report provide a wide range of attractions and facilities for travelers that could be used in development of an integrated tourism plan. The key roles or potential roles are summarized in this list:

Dove Mountain and Tangerine Corridor
Can boast an important history of Hohokam settlements and access to regional hiking trails. The Ritz-Carlton Resort and Golf Club is a top-line media attractor and could provide a source of regional information to its guests.

Downtown/Heritage and Airport
Can promote the rebirth of its city center, a WWII military aviation history and access to the Totolita preserve, Marana Heritage River Park and the Santa Cruz Walking Trail. The regional airport could serve a wider audience of fly-in travelers.

South Marana and Twin Peaks
Can identify itself with a history of pioneering, transportation and business friendliness. Travelers have ventured north on Anza trail, Silverbell Road and Interstate 10 for centuries and business developments along the route have flourished. This district could position itself as an environmentally-oriented but business friendly transient visitor service center.

South Oro Valley
Can claim a second historic route north through the region from Tucson along the base of the Santa Catalina mountains used by Apaches and fortune hunters. The quality of the environment and close ties with Tucson led to development of the historic Oro Valley Country Club, the Hilton El Conquistador Golf & Tennis Resort and recent retail success at Oracle Crossings. The existing ties to Tucson could be strengthened to become the region's best link to that market area.

North Oro Valley
Can be recognized for its quality of life and successful development of a high-technology industry. Preservation of cultural attractions such as the Hohokam village in Honey Bee Canyon and the Steam Pump Ranch, and recreational opportunities such as the Catalina State Park and the Arizona Distance Classic provide evidence of its residential amenities. This district could focus on the development of business travel industry in collaboration with the resorts of Dove Mountain and South Oro Valley.

Unincorporated County islands
Can be incorporated into regional tourism development as suppliers of labor, services and attractions for the region. Casas Adobes and the Rattle Snake Pass area show the most potential for immediate connections to other districts in the region. Rillito is in need of immediate attention.

"...local and regional cultural amenities are of prime importance to outward-directed city marketing as well as for the inward-directed generation of regional identity."

Dziembowska-Kowalska and Funck 1999, p1394

Key Findings: Community Governance and Industry Coordination

Currently the Towns of Marana and Oro Valley partner with the Arizona Office of Tourism, the Metropolitan Tucson Convention and Visitors Bureau, the Northern Pima County Chamber of Commerce and the Marana Chamber of Commerce.

The two towns have shown great cooperative spirit in supporting a regional analysis of the tourism potential. The full cooperation and support of the other organizations will be important in developing an integrated regional tourism industry. Other key stakeholders including civic, cultural and environmental groups should be included in development of a plan and a branding exercise for the region.

"The tourism industry is driven by private sector enterprise, principally for profit maximization" (Dredge & Moore, 1992).Town planning on the other hand "is a public sector activity undertaken for the good of the community of general public. Town planners have generally not been exposed or achieved any significant understanding of the market dynamics which drive the tourism industry and as a result have often found it easier to ignore tourism or deal with it in a peripheral way."

Dredge & Moore, 1992

The Promise of Regionally Integrated Tourism Development

Based on this assessment of the resources and institutions of the region, our report concludes that an integrated tourism industry is not only feasible but will be highly beneficial to the involved businesses and residents of the communities. Success will require local leadership, support from town and county governments and recognition from State offices and agencies. The pursuit of an integrated development plan should focus on three areas: infrastructure development, regional branding and collaborative leadership.

"[A] destination that has a tourism vision, shares this vision among all stakeholders, understands both its strengths as well as its weaknesses, develops an appropriate marketing strategy, and implements it successfully may be more competitive than one that has never asked what role tourism can play in its economic and social development."

Crouch and Ritchie, p143

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“ is to harness tourism as an engine for community and social development. Using megapolitan areas as a model, MTRC will evaluate long-term, system-wide strategies for enhancing the public good that may be beyond the planning horizon of most industry and government organizations. ”

Thank you

We wish to thank the Towns of Marana and Oro Valley and the College of Public Programs for their support of this project

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CC-569 **Item # 1. b.**

Joint Oro Valley/Marana Study Session

Meeting Date: 05/13/2011

Requested by: Amanda Jacobs **Submitted By:** Amanda Jacobs, Town Manager's Office

Department: Town Manager's Office

Information

SUBJECT:

Presentation - Unveiling of Draft Marana/Oro Valley Recreation Brochure

RECOMMENDATION:

Staff recommends the distribution of the Marana - Oro Valley Recreation Brochure as the next step to our partnership.

EXECUTIVE SUMMARY:

During the October 27, 2010 Town Council Study Session, staff requested Council support for the development of a joint recreation brochure with the Town of Marana, similar to Marana's "Hiking Cochie & Wild Burro Canyons" brochure and map. The "Hiking Cochie & Wild Burro Canyons" brochure and map is currently being distributed at the the Marana Municipal Complex, the Marana Chamber of Commerce and the Ritz Carlton at Dove Mountain.

On February 9, 2011, the Marana and Oro Valley Town Councils held a joint meeting to discuss current and future economic development opportunities. During the meeting both Councils supported the design of a joint recreation brochure. Staff will unveil the draft recreation brochure this afternoon.

BACKGROUND OR DETAILED INFORMATION:

N/A

FISCAL IMPACT:

The total printing cost is $1,300 for 2,000 brochures, which will be shared equally by Marana and Oro Valley. The brochures will be distributed at the Marana Municipal Complex, Oro Valley Town Hall, both towns' Parks and Recreation facilities, the Marana Chamber of Commerce, the Northern Pima County Chamber of Commerce and area resorts and hotels.

SUGGESTED MOTION:

Information only. No action is necessary.