



Oro Valley Town Council

# STRATEGIC LEADERSHIP PLAN

FY 19/20 - FY 20/21





## OVERVIEW

The Council-adopted Strategic Leadership Plan for fiscal years 2019/20 through 2020/21 is the culmination of an extensive four-month process involving Town Council, Town staff and the Oro Valley community. Rooted deeply in the values and priorities of the Your Voice, Our Future 10-year general plan, the two-year Strategic Leadership Plan provides organizational direction in seven focus areas:

- Economic Vitality
- Land Use
- Culture and Recreation
- Effective and Efficient Government
- Public Safety
- Town Finances
- Roads Water and Town Assets

Within these focus areas are 15 goals and 58 objectives to guide everything from budget decisions to municipal operations, providing the community with a clear understanding of goals and expectations for the next two fiscal years.



## INDEX

Overview	2
Economic Vitality	3
Culture and Recreation	5
Public Safety	6
Roads, Water and Town Assets	7
Land Use	8
Effective and Efficient Government	9
Town Finances	11

## ORO VALLEY'S VISION FOR THE FUTURE

### YOUR VOICE, OUR FUTURE

Oro Valley strives to be a well-managed community that provides all residents with opportunities for quality living. Oro Valley will keep its friendly, small-town, neighborly character, while increasing services, employment and recreation. The Town's lifestyle continues to be defined by a strong sense of community, a high regard for public safety and an extraordinary natural environment and scenic views.

*Left to right:*

Bill Rodman  
Councilmember

Steve Solomon  
Councilmember

Rhonda Piña  
Councilmember

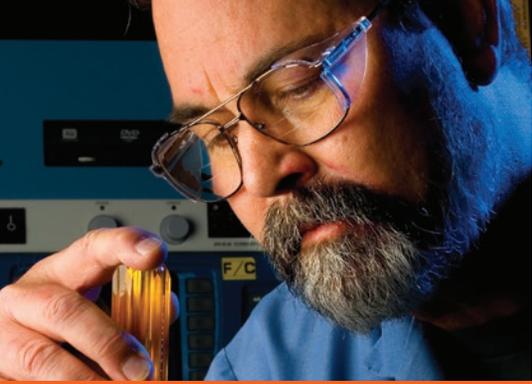
Joe Winfield  
Mayor

Melanie Barrett  
Vice Mayor

Josh Nicolson  
Councilmember

Joyce Jones-Ivey  
Councilmember





## TOWN COUNCIL FOCUS AREA 1: ECONOMIC VITALITY



### GOAL 1A:

**Implement strategies to improve opportunities to attract, grow and retain primary employers and expand local job opportunities.**

### OBJECTIVES

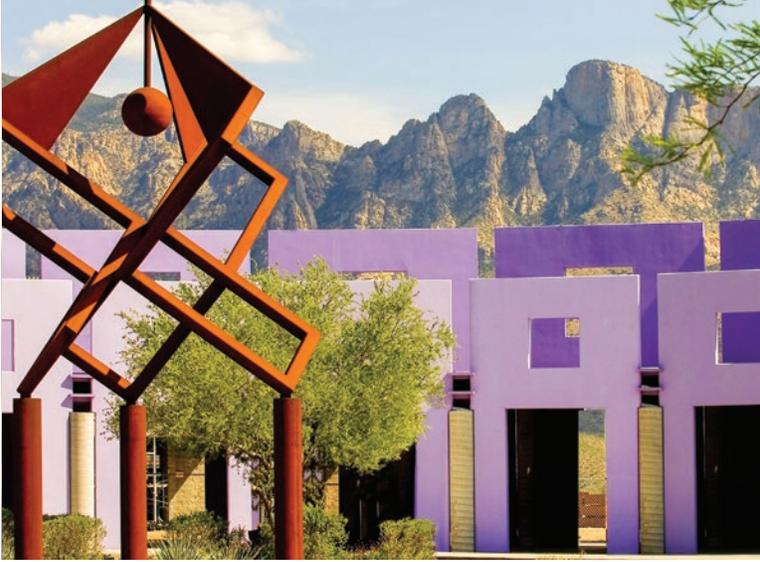
- Develop and present a business incentive program to Town Council.
- Analyze and develop strategies to expand available properties for primary employment.
- Support local and regional collaborative initiatives that help attract and grow start-up businesses in key target sectors within Oro Valley, including an incubator/accelerator at Innovation Park.
- Explore the feasibility of a town-owned fiber optic network to minimize reliance on third party carriers and increase technology capabilities at Town facilities.
- Identify ways in which the Town can support collaborative efforts between educational institutions, business, government and non-profit organizations to continue improving student knowledge, skills and abilities in preparation for workforce entry.

### GOAL 1B:

**Implement strategies to attract retail and restaurant investment and expansion in primary commercial centers within the community.**

### OBJECTIVES

- Conduct an external retail market assessment by a qualified firm to provide targeted data designed to assist the town in attracting and retaining retail.
- Work with the owner of the Oro Valley Marketplace to develop a multi-faceted, mutually agreeable approach to attract and retain new investment and an expanded customer base to that center.
- Analyze current and projected vacancies at major commercial centers and develop policy options that could facilitate reinvestment and long-term sustainability.
- Develop and begin implementation of a robust economic development marketing strategy that provides targeted and expected information for business and retail prospects.
- Partner with the Greater Oro Valley Chamber of Commerce to convene an annual business summit focused on increasing the Town and community's understanding of the challenges and opportunities associated with a thriving retail and restaurant market.



**GOAL 1C:**

**Develop a comprehensive annexation blueprint to guide the Town's strategic growth and economic expansion.**

**OBJECTIVES**

- Analyze unincorporated areas within the Town's growth boundary and develop a written policy that contains a set of criteria, priorities and strategies with which to proactively consider annexation opportunities that are beneficial to the community.

**GOAL 1D:**

**Improve Town responsiveness to commercial investments that better correlate to the speed of business.**

**OBJECTIVES**

- Complete transition to electronic plan submittal and review.
- Benchmark similar planning and permitting processes and procedures in highly successful local governments, prioritize improvements and implement improvement plan.

**GOAL 1E:**

**Identify opportunities to increase sustainable tourism investment in the community.**

**OBJECTIVES**

- Analyze current tourism investment, trends and economic impacts within the community and region and identify visitor categories that could be more effectively attracted.
- Develop and implement a more robust visitor attraction strategy that builds upon the Town's strengths, amenities and visitor data.
- Evaluate the estimated economic impact (EEI) of current special events in Oro Valley and develop a strategy to support, grow and attract those with positive EEI.

## TOWN COUNCIL FOCUS AREA 2: CULTURE AND RECREATION



### GOAL 2A:

**Invest in and maintain a high quality parks, recreation and trail system that is accessible, comprehensive, connected and serves the community's needs.**

### OBJECTIVES

- Conduct a comprehensive, community-wide needs assessment for parks and recreation amenities and programs, including such things as sports fields and courts, play structures, water/splash features and community space, to help inform future investment decisions and plans.
- Implement the Town Council's decision regarding the Town's golf course property and Community Center.
- Install a new playground and related amenities (e.g. shade structure, parking lot and lighting) at Naranja Park.
- Explore opportunities to partner with the Amphitheater Unified School District to utilize school amenities within the Town limits and expand the intergovernmental agreement as appropriate.
- Using the needs assessment information, develop a comprehensive, Town-wide Parks and Recreation Master Plan with input from the community, including individual plans for the Community Center, James D. Krieh Park, Riverfront Park and Naranja Park.
- Review the Steam Pump Master Plan and Needs Assessment and reprioritize capital investments and programming opportunities consistent with community and Town Council input.

## TOWN COUNCIL FOCUS AREA 3: PUBLIC SAFETY

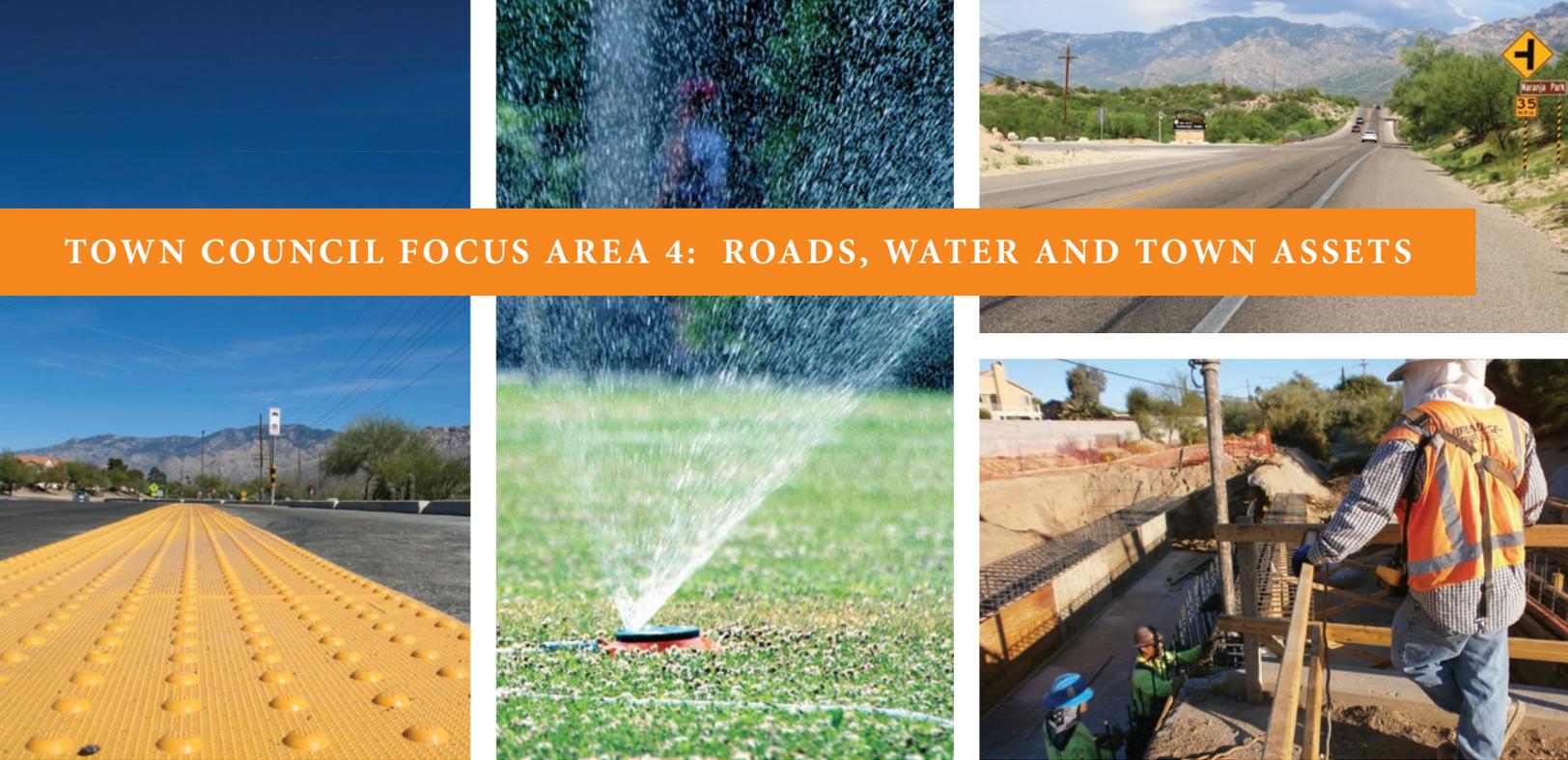


### GOAL 3A:

**Support strategies that result in a safe community with low crime, safe neighborhoods and positive relationships between law enforcement and community members.**

### OBJECTIVES

- Implement officer training in Interdiction for the Protection of Children, with a focus on applying to the Oracle Road corridor to protect endangered children.
- Provide Rescue Task Force (RTF) training to partnering fire departments and continue regional approach to Active Shooter preparedness.
- Explore the expansion of the Police Department's body camera program to all officers.
- Explore the feasibility of establishing a "Drug Court" within the Town's Municipal Court to provide opportunities for individuals convicted of certain crimes to address substance abuse issues.
- Deploy the High Visibility Enforcement (HiVE) in high collision areas to address the increasing volume of traffic and associated issues in and around Oro Valley roadways.
- Adopt new businesses as they open to create positive relationships and educate them on safety trends locally and regionally.
- Analyze Police call, response and service trends/data and develop a responsible short and long-term plan to ensure the community continues to receive high quality public safety services.



## TOWN COUNCIL FOCUS AREA 4: ROADS, WATER AND TOWN ASSETS

### GOAL 4A:

**Support investments and strategies that maintain and enhance a quality, integrated and connected transportation network for the community.**

### OBJECTIVES

- Maintain an Overall Condition Index (OCI) rating of 76 for all paved streets.
- Develop a comprehensive, organization-wide facility space plan concept that maximizes efficiencies and reflects the best use of Town properties for the future.
- Integrate the capital asset replacement and maintenance plan into the Town's capital improvement program.
- Explore the feasibility of partnering with the Arizona Department of Transportation to improve Oracle Road pavement conditions and traffic signal coordination.
- Partner with the Regional Transportation Authority (RTA) in evaluating long-term transportation needs for future RTA continuation, ensuring Oro Valley's needs are fairly represented.
- Identify ways in which the Town can further reduce its consumption of energy and water.

### GOAL 4B:

**Provide a high quality, safe and reliable water supply that meets the long-term needs of the community while considering the natural environment.**

### OBJECTIVES

- Reduce groundwater pumping to further preserve groundwater supplies by maximizing Central Arizona Project (CAP) water deliveries with existing infrastructure.
- Expand education and outreach programs to communicate with residents and businesses about incorporating effective water conservation strategies at home and at work.
- Align the Town's water code with regional and state drought contingency plans and other best management practices and present to the Town Council for adoption.



## TOWN COUNCIL FOCUS AREA 5: LAND USE



### GOAL 5A:

**Ensure quality development with integrated architecture and natural open space while maintaining and enhancing the character of the community.**

### OBJECTIVES

- Review and evaluate the effectiveness of the Environmentally Sensitive Land Ordinance (ESLO) against the goals in which it was originally established, identify any unintended consequences, and recommend changes to the Planning and Zoning Commission and Town Council.
- Review and recommend to the Planning and Zoning Commission and Town Council updates of Town Codes in the following key areas: signs in the public right-of-way; residential design standards; noise and odor abatement; and the Economic Expansion Zone (EEZ).
- Update the Drainage Criteria Manual in the Town's Stormwater Code and Floodplain Ordinance to incentivize commercial property maintenance of drainage facilities and minimize pollutant runoff.





## TOWN COUNCIL FOCUS AREA 6: EFFECTIVE & EFFICIENT GOVERNMENT

### GOAL 6A:

**Strengthen community engagement and citizen outreach.**

### OBJECTIVES

- Develop and implement a strategy to enhance Town Council interaction with residents.
- Design and begin implementation of a multi-faceted strategy to more effectively seek citizen input, especially underrepresented segments of the community.
- Effectively maximize the use of communication tools such as social media, the town website and other marketing avenues to keep residents informed of Town services, programs and events.
- Develop and implement a community outreach strategy for Census 2020 to ensure maximum resident participation.
- Work with the Town Council to develop and implement strategies to enhance Council engagement with and utilization of Town Boards and Commissions.
- Explore options for creating effective community input opportunities to help recommend programs and investments that meet the needs of different demographic groups in the community.
- Increase resident understanding of the Town's financial structure, including revenue sources, operational costs and programs, facilities, and capital investments.

### GOAL 6B:

**Enable greater transparency and more efficient community access to town information and performance.**

### OBJECTIVES

- Leverage technology to broaden electronic access to information and data on town finances and contracts.
- Develop and implement a town-wide performance management dashboard system to keep the community informed of progress on key strategic objectives and other major performance goals.



GOAL 6C:

**Identify internal efficiency opportunities for continuous improvement to effect a high performing organization and culture.**

OBJECTIVES

- Expand employee training and use of process improvement tools through the Town's internal OV Peak Performance initiative.

GOAL 6D:

**Recruit and retain talented employees to effectively carry out the Town's mission.**

OBJECTIVES

- Benchmark workforce policies and practices and recommend and implement sustainable changes to the Town's Personnel Policies and internal procedures as appropriate.
- Develop a robust on-going training program that supports delivery of quality services, strengthens employee engagement and builds leadership skills.
- Update and implement an effective employee onboarding program that builds employee knowledge of and connection with Town practices and supports a positive organizational culture.





## TOWN COUNCIL FOCUS AREA 7: TOWN FINANCES

### GOAL 7A:

**Ensure the Town's financial future remains stable.**

### OBJECTIVES

- Align capital investments with the Town Council's Strategic Leadership Plan and financial policies.
- Explore opportunities to broaden revenue diversity to improve the Town's long-term financial stability.
- Adopt and implement a long-term strategy to adequately fund the Town's Public Safety Pension Retirement System (PSPRS) liability.
- Continue to align the annual budget and associated work plans with conservatively forecasted revenues.

