



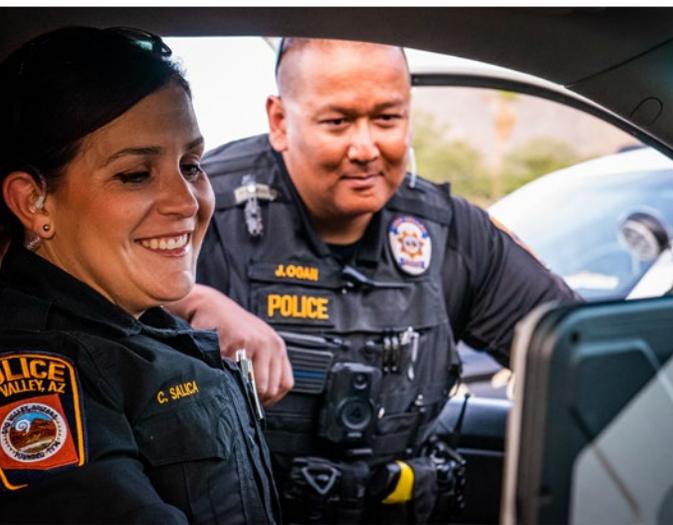
ORO VALLEY TOWN COUNCIL



STRATEGIC LEADERSHIP PLAN

FY 21/22 - FY 22/23





OVERVIEW

The Council-adopted Strategic Leadership Plan for fiscal years 2021/22 through 2022/23 is the culmination of an extensive three-month process involving Town Council and staff. 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 and Design
- Culture and Recreation
- Effective and Efficient Government
- Public Safety
- Financial Stability and Sustainability
- Roads Water and Town Assets

Within these focus areas are 16 goals and 50 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 and Design	8
Effective and Efficient Government	9
Financial Stability and Sustainability	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.





FOCUS AREA 1: ECONOMIC VITALITY



GOAL 1A:

Implement actions to support and assist local businesses in navigating the current and projected economic conditions.

OBJECTIVES

- Transition the OVSafeSteps initiative to ongoing business support programs designed to help with post-pandemic recovery.
- Review and propose changes to Town codes that assist local businesses in adapting to emerging consumer buying habits.

GOAL 1B:

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

OBJECTIVES

- Prioritize actions that identify and recruit high-quality primary, employer prospects for the Town of Oro Valley consistent with the Council-adopted Comprehensive Economic Development Strategy.
- Develop strategies to incentivize entrepreneurial opportunities for start-up and home-based businesses, business expansion opportunities and adaptive reuse of vacant buildings.
- Evaluate the effectiveness of the 2019-2020 economic development business attraction efforts and recommend any improvements.



GOAL 1C:

Implement strategies to attract and retain retail, restaurant and hospitality investment and expansion in commercial centers.

OBJECTIVES

- Conduct an external retail market assessment by a qualified firm to provide targeted data designed to assist the Town in attracting and retaining restaurant and retail establishments.
- Work with the owner of the Oro Valley Village Center to develop a multi-faceted, mutually agreeable approach to attract and retain new investment and an expanded customer base to that complex.
- Partner with the 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 operating a thriving business.
- Leverage the growing positive relationships with local businesses to develop enhanced strategies that make Oro Valley more business friendly.

GOAL 1D:

Identify strategies to entice area residents and visitors to choose Oro Valley as a premiere place to dine, shop, play and stay.

OBJECTIVES

- Produce and begin implementation of a robust Oro Valley-centric visitor attraction and marketing strategy, partnering with Visit Tucson and other stakeholders as appropriate.
- Partner with stakeholders to develop and implement actions and strategies that highlight the Town's flourishing arts and culture opportunities to both visitors and residents.

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

- Explore a cost-effective plan and develop a corresponding intergovernmental agreement with Amphitheater Unified School District to utilize appropriate school facilities for community recreation programs.
- Invest in the top priorities of the final Council-adopted Parks and Recreation Master Plan.

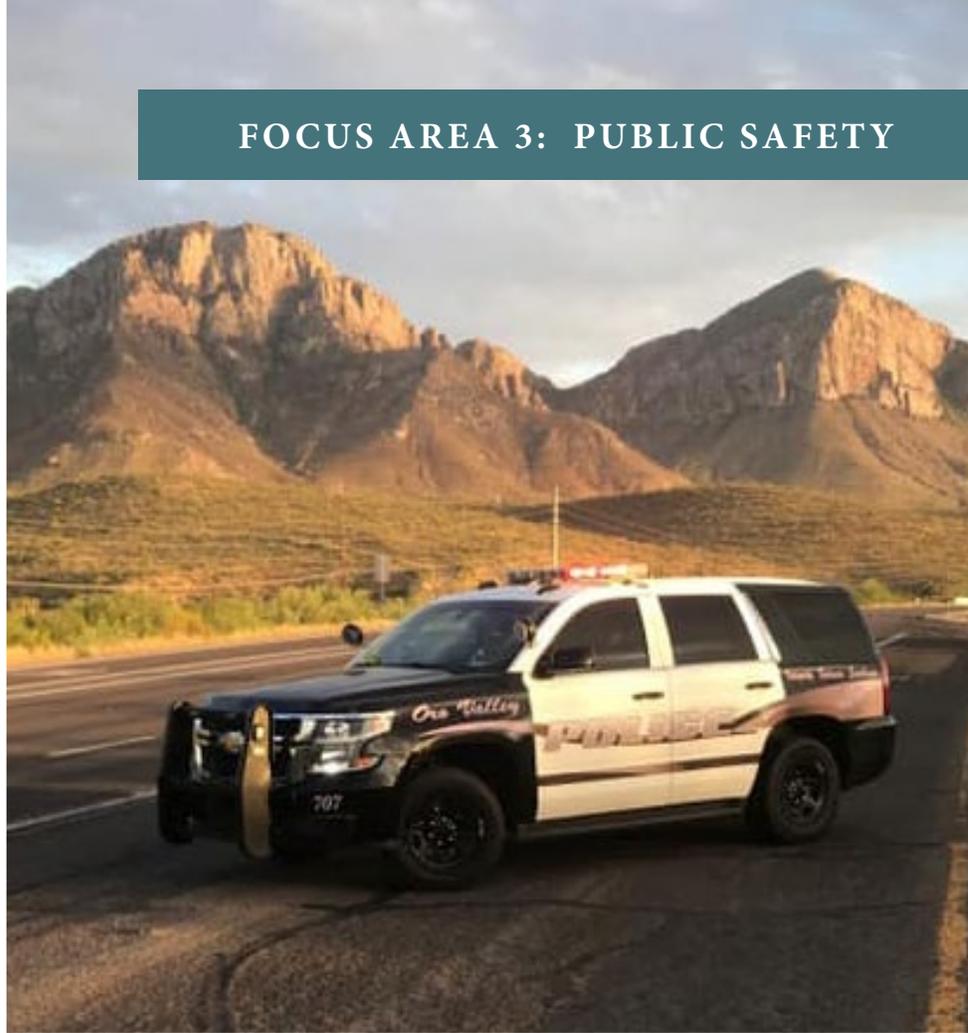
GOAL 2B:

Support recreational, cultural and arts programs that provide opportunities for residents to connect with their community.

OBJECTIVES

- Explore opportunities to create or expand multigenerational programs and facilities.
- Form a temporary task force to review current senior recreation programming and identify opportunities that will broaden and improve such program access.
- Expand or reimagine programs that address community wellness issues across all generations.
- Identify and implement expanded ways in which volunteers can help effectively support and grow community programs and events.

FOCUS AREA 3: PUBLIC SAFETY



GOAL 3A:

Support strategies that continue to ensure Oro Valley's standing as one of the safest communities in Arizona.

OBJECTIVES

- Utilize data to enhance deployment strategies for High Visibility Enforcement (HiVE) in high collision areas to address the increasing volume of traffic and associated issues in and around Oro Valley roadways.
- Allocate and deploy officers to efficiently and effectively manage and reduce crime utilizing current crime trends.
- Develop an outreach and marketing campaign to effectively recruit diverse and qualified officers, to include partnering with local educational institutions.
- Develop and implement ways to expand drug free awareness education and programming to area youth.

GOAL 3B:

Support actions that maintain and enhance the community's trust in the Oro Valley Police Department.

OBJECTIVES

- Work with local and regional partners to educate and address the impacts mental health issues are having on public safety and the entire community.
- Complete the Arizona Law Enforcement Accreditation Program (ALEAP).



FOCUS AREA 4: ROADS, WATER AND TOWN ASSETS



GOAL 4A:

Support investments and strategies that result in a quality transportation network throughout the community.

OBJECTIVES

- Continue to invest in a pavement management program that results in an Overall Condition Index (OCI) rating of 76 or better for all paved streets.
- Expand the Town’s community beautification program.
- Participate in and support the Regional Transportation Authority’s (RTA) effort to facilitate voter reauthorization of RTA Next by ensuring Oro Valley’s long-term transportation needs are fairly represented.
- Analyze the service and financial impacts of an RTA discontinuation scenario and provide alternative options in addressing transit service needs and future transportation infrastructure.

GOAL 4B:

Deliver a safe, reliable and sustainable water supply that meets the long-term needs of the community.

OBJECTIVES

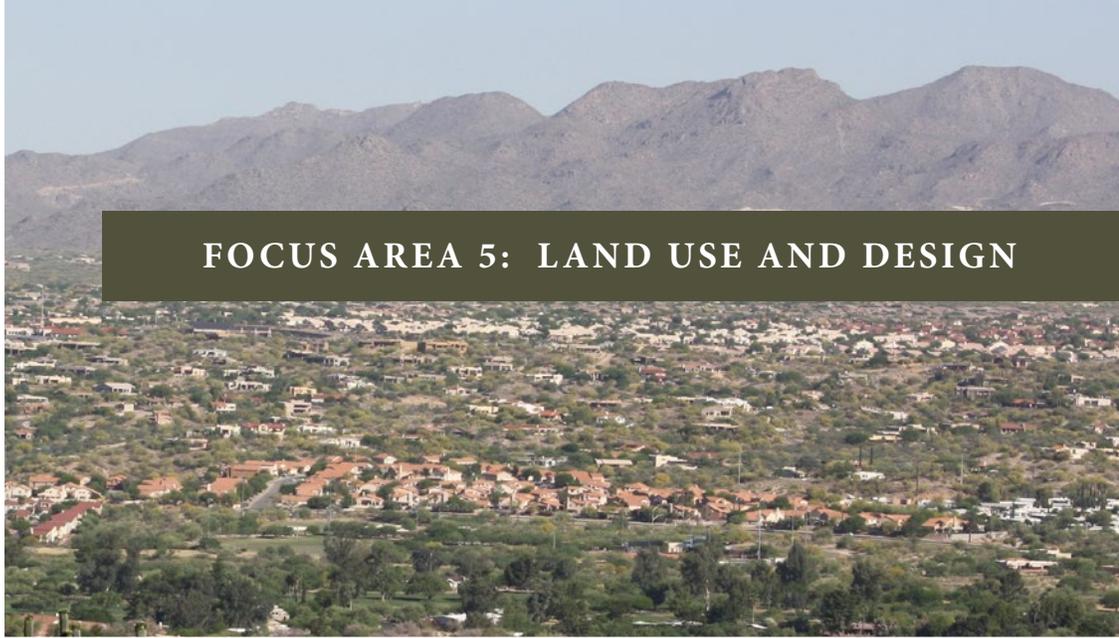
- Implement a plan to further improve water infrastructure reliability, maintenance and efficiency.
- Implement steps to ensure the Water Utility continues to supply water to its current and future customers in an environmentally and financially sustainable manner.
- Leverage technology to enhance customer support through improved communication and expanded conservation opportunities.

GOAL 4C:

Support investments and strategies that ensure the effective utilization of Town resources in maintaining properties and equipment.

OBJECTIVES

- Develop a comprehensive, organization-wide facility space plan that maximizes efficiencies and reflects the best use of Town properties for current and future needs.
- Determine the feasibility of expanding solar shade structures throughout Town facilities and evaluate grant funding opportunities.
- Cost effectively maintain, repair and improve aging Town facilities.
- Develop strategies to expand broadband services throughout the town.
- Identify and implement strategies to reduce downstream watershed pollution emanating from Town washes.



FOCUS AREA 5: LAND USE AND DESIGN

GOAL 5A:

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

OBJECTIVES

- Conduct an assessment to determine the types of residential opportunities necessary to successfully promote a thriving and diverse economic base.
- Conduct an analysis of Town codes and ordinances to ensure the design standards maintain the unique character of Oro Valley while also providing for a variety of architectural concepts that integrate with and enhance the community.
- Review Town codes related to recreation amenity requirements for residential subdivisions and recommend updates that will prioritize larger neighborhood area parks and amenities as outlined in the Parks and Recreation needs assessment.
- Develop a Master Plan for the Rooney property that takes into consideration opportunities for economic growth, retention of open space and potential future municipal uses.





FOCUS AREA 6: EFFECTIVE & EFFICIENT GOVERNMENT

GOAL 6A:

Continue strengthening community outreach, engagement and transparency.

OBJECTIVES

- Utilize creative methods to increase resident knowledge and understanding of Town services, programs and facilities.
- Broaden the use of web-based tools and technologies to increase community engagement and transparency.

GOAL 6B:

Maintain and strengthen our culture of continuous improvement to affect an efficient and high-performing organization.

OBJECTIVES

- Foster a culture of continuous improvement through actions that support, challenge and engage the employee at all levels.
- Continue to provide regular training to Town staff to enhance process improvement proficiencies.
- Identify and implement ways in which Peak Performance teams share their journey and successes within the organization.





GOAL 6C:

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

OBJECTIVES

- Review and modify Town policies to incorporate innovative and effective workforce practices that remain viable post-pandemic.
- Ensure wellness and benefit programs are valuable, cost effective and desired by employees and families to support wellness and productivity.
- Conduct a comprehensive compensation evaluation to ensure the Town remains competitive in recruiting and retaining employees.



FOCUS AREA 7: FINANCIAL STABILITY AND SUSTAINABILITY

GOAL 7A:

Ensure the Town can financially sustain expected levels of service for current and future residents.

OBJECTIVES

- Adopt a comprehensive plan for permanently addressing the Town's Public Safety Personnel Retirement System (PSPRS) unfunded actuarial accrued liability.
- Continue pursuing top priority annexations as identified in the Town Council's annexation policy, and working with the State of Arizona to pursue annexation of nearby state land for tech park, commercial and residential uses.
- Develop a buildout analysis that projects short and long-term impacts to Town service levels and provides potential mitigation options.

