

Focus 2020:

Town of Oro Valley General Plan

July 1996

**TOWN OF ORO VALLEY
Planning & Zoning Library
BOOKCASE 1, SHELF 2**



Town of Oro Valley
11000 North La Cañada Drive
Oro Valley, Arizona 85737-7015

ACKNOWLEDGMENTS

A project of this magnitude is not done by one person or one group. Hundreds of people have been involved in the year-long process to update the Town of Oro Valley's General Plan. The Town of Oro Valley would like to express its appreciation to the many dedicated individuals who provided invaluable input and assisted in the review of this plan. In addition to the many residents who attended the public workshop and public hearings, the following individuals were instrumental in the preparation of the Oro Valley General Plan.

Oro Valley Town Council

Cheryl Skalsky, Mayor
 Paul Parisi, Vice-Mayor
 Bill Kautenburger, Council Member
 Al Jakubauskas, Council Member
 Rudy Roszak, Former Council Member
 Marty Wells, Former Council Member

Planning and Zoning Commission

Dennis Douglas, Chair
 Bill Adler, Vice-Chair
 Tom Davis, Commissioner
 Don Hinkel, Commissioner
 Bill Moody, Commissioner
 Oscar Rothenbuecher, Commissioner
 Wayne Wiant, Commissioner

General Plan Advisory Committee (GPAC)

| | | |
|-------------------|---------------------|-------------------|
| Cheryl Skalsky | Oscar Rothenbuecher | Dennis Douglas |
| Bill Kautenburger | Nancy Wright | Norm Henderson |
| Gary Chandler | Kit Donley | Jayne Kuennemeier |
| Dick Eggerding | Anthony Gomez | Wayne Moore |
| Bob Iannarino | Connie Matthews | Rudy Roszak |
| Judy Lester | Jim Needham | Walter Wind |
| Joe Murray | | |

Sector Boards**Sector #1**

Norm Henderson, Chair
Lois Fizzel
Joe Waskiewicz
Herb Rutt
Wayne Bryant
Glen March
John W. Doyle
Cynthia Stevens
Andrew Way
Petrey Durnan
Tom Golden
Larry Finuf
John Hickey

Sector #2

Wayne Moore, Chair
Robert Bahme
Lois Scully
John Brooks
Jerry Madden
Terry Lon Myers
Gordon Lenz
Jerry Rugg
Steve Mariani
Johnny So
Charles Barfoot
Margaret Philips
Bill Finley

Sector #3

Bob Iannarino, Chair
Rosalie Roszak
Bruce Enger
Carl Boswell
Harriet Hough
Paul Loomis
J. Barton Schannep
Tom Levitt
Jim Shiner
Mitzie Craig
Stan Weintraub
Frank Milliken
Bellamy Gregovich

Sector #4

Jayne Kuennemeier, Chair
George Eddington
Hector Conde
Lee Koenigsberg
John Shaheen
Colleen Vance
Bob Toperzer
Dick Maes
Bill Zadina
Diana Walker
Jean Gray
Bill Hallinan
Herb Stutler

Sector #5

Judy Lester, Chair
Joan Eerkes
Barbara Craig
Dr. Steve Shochat
Penny Gillette
Tim Blowers
Dorita Brady
Dr. Mike Lang
Dean Wingert
Dennis Cady
Barbara Abrams
Lou Benson
Chuck Townsdin

Sector #6

Joe Murray
Diane Goedecke
Neale Allen
Carl Winters
Paul Wichmann
Bill Kelley
Hector Martin
Brian Rickert
Diana Knapp
Lee Laidlaw
Peggie Hunter
Dr. Marilyn Hart
Dan Bach

Sector #7

Jim Needham, Chair
Chief Kirby Hamby
Delores Kazantzis
Wayne St. John

Jordan Simon
Kathy Lortie
Carl Schwersinske
Larry Aleamoni

Scott Nelson
William Lucas
Heidi Biehler
Pansi Sprague

Technical Support Committee (TSC)

| | | |
|------------------------------------|---------------------------------------|--------------------------------------|
| Gerry Flannery, Town of Marana | Andy Gunning, Pima Cty. | Dennis Cady, Arizona State Lands |
| Katie Frey, Amphi Schools | Patti Morris, TEP | Bill Vasko, Tucson |
| Jim Peterson, Government Relations | Jim Altenstadter, PAG-TPD | Linda Edwards, Arizona Commerce |
| Dennis Alvarez, ADOT | Tom Quinn, Santa Catalina | Neil Donkersley, Catalina State Park |
| Sherry Ruther, Arizona Game & Fish | David Smith, Catalina Village Council | Al Bourguet, US West |
| Scott Mundell, Marana Schools | Jan Johnson, Catalina Village Council | |

Focus 2020 Future Search Conference Participants

The following individuals attended the Focus 2020 Future Search Conference and are not listed anywhere else in the acknowledgments. It is important to note that most of the GPAC and Sector Board members also attended the Conference.

| | | |
|------------------|-----------------|------------------|
| Matt Moutafis | Mike Carlier | David Mehl |
| Melanie Larson | Clarice Chesney | Jeff Hendel |
| Carol Moreno | Bob Tinker | Debbie French |
| Frank Milliken | George Roope | Vincent Moll |
| Lan Lester | Mark Lewis | Bob Weede |
| Walter Garrow | Herbert Stutler | Raymond DesBiens |
| William Devereux | Carl Huyett | Hal Cutcher |
| | John Clarke | |

General Plan Coordinators

| | | |
|-------------------------|------------------|---------------------|
| David A. Williams, AICP | Kevin Kish, AICP | Bryant Nodine, AICP |
|-------------------------|------------------|---------------------|

Oro Valley Staff Support

| | | |
|------------------------------|----------------------------|----------------------------|
| Chuck Sweet, Town Manager | Donald L. Chatfield, AICP, | Joanne Homer, Public Works |
| Kelly Jawn Hauert, E.D. Adm. | Planning & Zoning Director | |

Consultant Project Team

PARTNERS FOR STRATEGIC ACTION, INC.

13771 Fountain Hills Boulevard; Suite 360
Fountain Hills, Arizona 85268

Peggy A. Fiandaca, Principal Curtis L. Dunham, Project Planner

CORNOYER-HEDRICK, INC.

2425 East Camelback Road; Suite 400
Phoenix, Arizona 85251

Jackie L. Guthrie, Principal Don Cox, Senior Planner

RESEARCH ADVISORY SERVICES, INC.

3111 North Central Avenue; Suite 100
Phoenix, Arizona 85012-2650

R. Anthony Sissons, Principal/Survey

LEE ENGINEERING

3240 East Camelback Road; Suite 180
Phoenix, Arizona 85018

Jim C. Lee, Transportation Engineer Ken M. Howell, Transportation Engineer

FOCUS 2020: Oro Valley General Plan

Table of Contents

| | |
|--|--------------|
| 1.0 INTRODUCTION | 1-1 |
| 1.1 General Plan Background | 1-1 |
| 1.2 Role and Purpose of the General Plan | 1-1 |
| 1.3 Amendments to and Update of the General Plan | 1-3 |
| 1.4 Process Work Program | 1-4 |
| 1.5 Using the General Plan | 1-6 |
| 1.6 Public Participation Process | 1-7 |
| 1.7 Organization of General Plan Update Document | 1-9 |
| 2.0 STRATEGIC FRAMEWORK | 2-1 |
| 2.1 Community Vision and Values | 2-1 |
| 2.2 Core Community Goals | 2-2 |
| 2.3 Sector Board Goals | 2-3 |
| 3.0 EXISTING CONDITIONS | 3-1 |
| 3.1 Planning Area | 3-1 |
| 3.2 Regional Context | 3-1 |
| 3.3 Historic Overview | 3-1 |
| 3.4 Physical Characteristics | 3-3 |
| 4.0 COMMUNITY ELEMENTS | 4.0-1 |
| 4.1 Land Use Element | 4.1-1 |
| 4.1.1 Land Use Statement | 4.1-1 |
| 4.1.2 Existing Conditions | 4.1-1 |
| 4.1.3 Issue Identification | 4.1-6 |
| 4.1.4 Land Use Policies and Recommendations | 4.1-7 |
| 4.1.5 Strategic Implementation | 4.1-13 |
| 4.2 Circulation/Transportation Element | 4.2-1 |
| 4.2.1 Circulation/Transportation Statement | 4.2-1 |
| 4.2.2 Existing Conditions | 4.2-1 |
| 4.2.2a Future Conditions | 4.2-6 |
| 4.2.3 Issue Identification | 4.2-6 |
| 4.2.4 Circulation/Transportation Plan Policies and Recommendations | 4.2-12 |
| 4.2.5 Strategic Implementation | 4.2-13 |

| | |
|--|--------|
| 4.3 Economic Development Element | 4.3-1 |
| 4.3.1 Economic Development Statement | 4.3-1 |
| 4.3.2 Existing Conditions | 4.3-2 |
| 4.3.3 Issue Identification | 4.3-20 |
| 4.3.4 Economic Development Policies and Recommendations | 4.3-21 |
| 4.3.5 Strategic Implementation | 4.3-22 |
| 4.4 Housing Element | 4.4-1 |
| 4.4.1 Housing Statement | 4.4-1 |
| 4.4.2 Existing Conditions | 4.4-1 |
| 4.4.3 Issue Identification | 4.4-6 |
| 4.4.4 Housing Policies and Recommendations | 4.4-6 |
| 4.4.5 Strategic Implementation | 4.4-6 |
| 4.5 Public Facilities and Services Element | 4.5-1 |
| 4.5.1 Public Facilities and Services Statement | 4.5-1 |
| 4.5.2 Existing Conditions | 4.5-1 |
| 4.5.3 Issue Identification | 4.5-3 |
| 4.5.4 Public Facilities and Services Policies and Recommendations | 4.5-4 |
| 4.5.5 Strategic Implementation | 4.5-4 |
| 4.6 Parks, Open Space, and Recreation Element | 4.6-1 |
| 4.6.1 Parks, Open Space, and Recreation Statement | 4.6-1 |
| 4.6.2 Existing Conditions | 4.6-1 |
| 4.6.3 Issue Identification | 4.6-5 |
| 4.6.4 Parks, Open Space, and Recreation Policies and Recommendations | 4.6-6 |
| 4.6.5 Strategic Implementation | 4.6-9 |
| 4.7 Safety Element | 4.7-1 |
| 4.7.1 Safety Statement | 4.7-1 |
| 4.7.2 Existing Conditions | 4.7-1 |
| 4.7.3 Issue Identification | 4.7-2 |
| 4.7.4 Safety Policies and Recommendations | 4.7-3 |
| 4.7.5 Strategic Implementation | 4.7-3 |
| 4.8 Natural Resource Conservation Element | 4.8-1 |
| 4.8.1 Natural Resource Conservation Statement | 4.8-1 |
| 4.8.2 Existing Conditions | 4.8-1 |
| 4.8.3 Issue Identification | 4.8-2 |
| 4.8.4 Natural Resource Conservation Policies and Recommendations | 4.8-3 |
| 4.8.5 Strategic Implementation | 4.8-4 |
| 4.9 Community Design Element | 4.9-1 |
| 4.9.1 Community Design Statement | 4.9-1 |
| 4.9.2 Existing Conditions | 4.9-1 |
| 4.9.3 Issue Identification | 4.9-2 |
| 4.9.4 Community Design Policies and Recommendations | 4.9-3 |
| 4.9.5 Strategic Implementation | 4.9-4 |

| | |
|---|----------------|
| 4.10 Cultural and Historic Resources Element | 4.10-1 |
| 4.10.1 Cultural and Historic Resources Statement | 4.10-1 |
| 4.10.2 Existing Conditions | 4.10-1 |
| 4.10.3 Issue Identification | 4.10-3 |
| 4.10.4 Cultural and Historic Resources Policies and Recommendations | 4.10-4 |
| 4.10.5 Strategic Implementation | 4.10-4 |
| 5.0 APPENDIX..... | A-1 |





1.0 INTRODUCTION

1.1 General Plan Background

The **Focus 2020: Oro Valley General Plan** is the third general plan adopted by the Town of Oro Valley. The Town's first general plan was adopted in 1981 and updated in 1990 after considerable public discussion by residents of Oro Valley. Since its adoption, the community has experienced tremendous growth, which necessitated the Town revisiting the plan and completing an update. Additionally, since 1990 the Town has completed several other plans and studies such as the *Parks, Open Space, and Trails Master Plan*, *Oracle Road Scenic Corridor Specific Plan*, and *Capital Improvements Plan*, which provide invaluable information to the General Plan Update.

The **Focus 2020: Oro Valley General Plan** was prepared by a planning consulting team led by Partners For Strategic Action, Inc. (PSA) in association with Town staff and the citizens of Oro Valley. In addition to PSA, the multi-disciplinary consulting team included the firms of Cornoyer-Hedrick, Inc., Lee Engineering, and Research Advisory Services, Inc. The PSA Planning Team was selected after a competitive bid process. The Town of Oro Valley solicited proposals from experienced firms and after review of the technical and cost proposals, three consulting teams were invited to interview before the Oro Valley General Plan Selection Committee. The Committee selected the Partners For Strategic Action Team because of their general planning experience in small communities in transition, their familiarity with the Town of Oro Valley, extensive public involvement experience, and the Team's creativity in presenting a unique, comprehensive approach to the project. The planning process was initiated in March 1995 following the Town Council's action to award the Oro Valley General Plan Update contract to the PSA Planning Team.

1.2 Role and Purpose of the General Plan

In 1973, the Arizona Legislature passed the Urban Environment Management Act (UEMA) which formalized planning in Arizona and required municipalities to adopt a comprehensive, long-range general plan to guide the physical development of communities.

Planning is a continual process. No plan can be the "last word" on a community's future development. A single planning document cannot provide solutions to all the economic and social problems facing a changing community. Conditions, resources, and goals change making it necessary to amend the plan.

The purpose of developing a plan is to focus attention on the process — to create a basis for continuing activity designed to produce the best possible decisions about the community's future. The general plan is not a "zoning regulation" and it does not affect existing approved zoning. Instead it provides the foundation for making changes or developing new regulations that implement the vision, goals, and policies outlined in the general plan. The essence of the Town of Oro Valley General Plan is that it provides a statement of policy and an expression of the community's vision for the future.



The authority and direction regarding the development of the General Plan is given to municipalities through Arizona Revised Statute (ARS) 9-461.05. ARS 9-461.05 states:

- A. Each planning agency (planning department, planning commission, hearing officer, the legislative body, or some combination of these) shall prepare and the legislative body of each municipality shall adopt a general plan for the municipality.
- B. The general plan may be adopted all at once or in parts.
- C. The general plan shall consist of a statement of community goals and development policies. It shall include a diagram or diagrams and text setting forth objectives, principles, standards, and plan proposals.

The statute also requires that the municipal plan include the following elements:

A **Land Use Element** that designates the proposed general distribution and location, and extent of such land uses as housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space, and such other categories of public and private uses of land as may be appropriate to the municipality. The Land Use Element shall include a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan. The Land Use Element shall also include consideration of access to incident solar energy for all general categories of land use.

A **Circulation Element** consisting of the general location and extent of existing and proposed freeways, arterial and collector streets, bicycle routes, jogging paths, and any other modes of transportation as may be appropriate, all correlated with the Land Use Element of the plan.

The Town of Oro Valley General Plan meets and exceeds the state statute requirements and includes a total of ten elements. The eight additional elements were deemed important to the future development of the community. The following additional elements, which are included in the **Focus 2020: Oro Valley General Plan**, are:

- Economic Development Element
- Housing Element
- Public Facilities and Services Element
- Parks, Open Space, and Recreation Element
- Safety Element
- Natural Resource Conservation Element
- Community Design Element
- Cultural and Historic Resources Element

It is important to recognize that the plan elements do not stand alone. They are closely interrelated to provide a comprehensive picture of the community's resources, its needs and desires, and strategies to address future development. As defined by the state statutes, the plan is "general" in nature and is intended to provide general development guidance and function as a statement of policy. Therefore, it serves as a guide to local decision-making about the future development of the community.



1.3 Amendments to and Update of the General Plan

Focus 2020: Oro Valley General Plan constitutes a land use policy statement that was created based upon prevailing needs, existing development pattern, underlying zoning classifications, considerations for man-made constraints, natural constraints, environmentally sensitive lands, opportunities for development, accepted planning practices, and considerable public input. Over a period of time, any of these variables are subject to change. Consequently, the general plan must periodically be reviewed and amended to ensure that it remains an effective policy guide.

However, amendments to the plan should never be allowed to occur in a haphazard manner. Amendments to the general plan should only occur after careful review of the request, findings of facts in support of the revision, and public hearing(s) by the planning and zoning commission and town council. The statutory requirements as they pertain to the adoption of the general plan shall be followed for all amendments as they pertain to public hearings and otherwise. The term amendments shall apply to both text and map revisions.

When a zoning change is proposed, staff determines its compliance with the general plan. If a proposed zoning change is not in compliance, the applicant will be required to amend the general plan prior to initiating a rezoning. Staff will also determine if a text amendment is required. The granting of a general plan amendment will be based on following findings of fact:

- That the amendment constitutes an overall improvement to the general plan and is not solely for the benefit of a particular land owner or owners at a particular point in time.
- That the amendment is consistent with the vision, goals, and policies of the general plan.
- That the general plan land use map does not provide appropriate optional sites for the use proposed in the amendment.
- That the amendment will not adversely impact the community as a whole, or a portion of the community without an acceptable means of mitigating these impacts through the subsequent zoning and development processes.

Amendments to the **Focus 2020: Oro Valley General Plan** may be initiated by the town or by a land owner. Such amendments must be in accordance with the procedures set forth in the state statutes and the Town of Oro Valley zoning ordinance. It shall be the burden of the applicant to prove that the change meets the above listed findings.

The General Plan will be updated by the Town every five years using the current General Plan as a point of departure by evaluating the effectiveness of current General Plan in meeting all community goals and determining necessary modifications.



1.4 Process Work Program

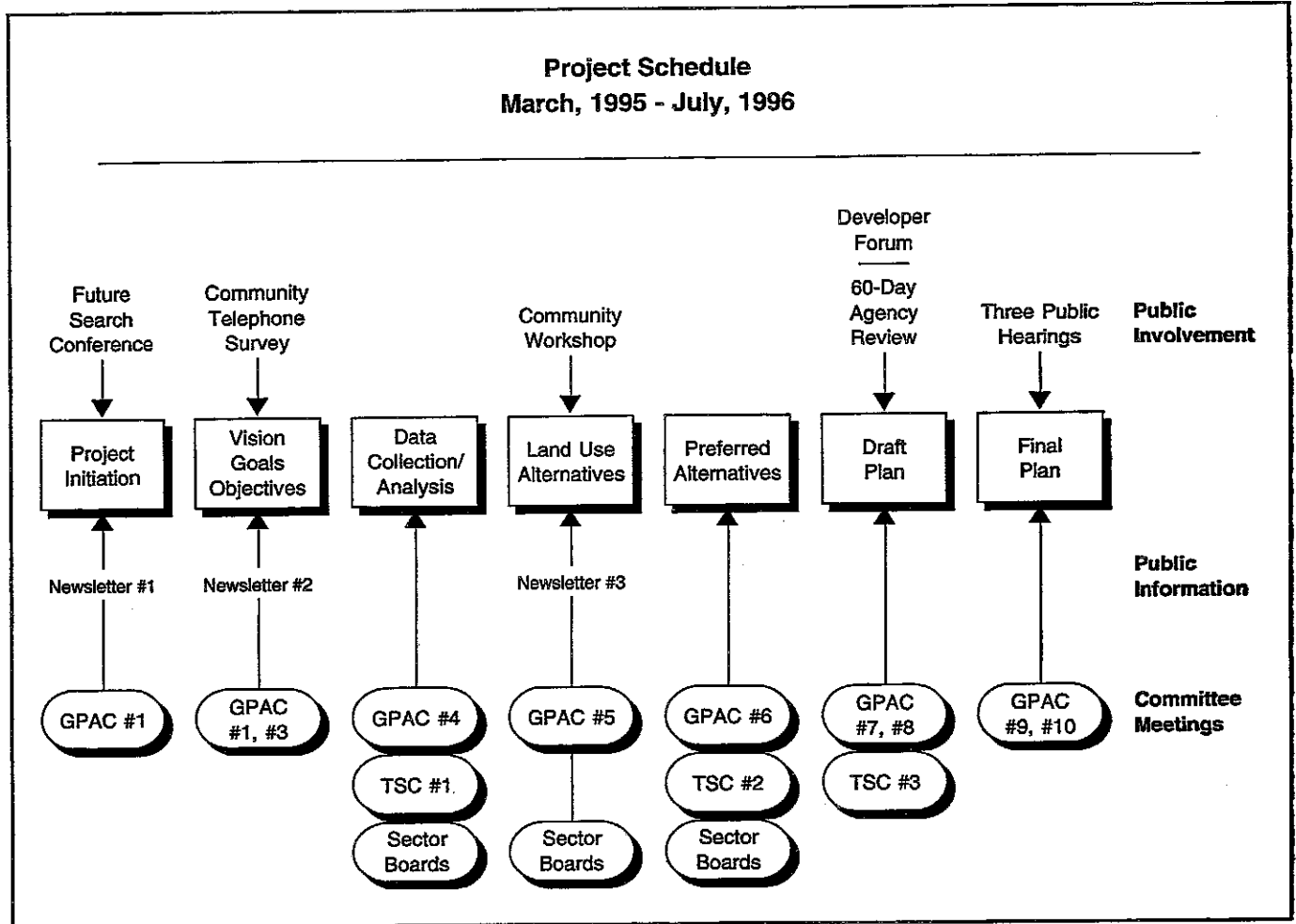
Prior to initiating the general planning process, the Planning Team developed a "problem statement" that the Oro Valley General Plan would address which states:

Oro Valley is at a crossroads; a community in transition. The Town is experiencing tremendous physical growth and demographic change. How well the community manages this change depends on the consensus that can be reached on a clear vision for the future. The General Plan Update will provide the tool to communicate and implement the community's vision.

After defining the problem, the Planning Team and staff finalized the comprehensive work program. The work program was based on the fundamental notion that wide-spread community involvement and consensus-building was necessary to ensure the plan's success. In addition to the public meetings and three public hearings, over 100 people were actively involved on committees during the 15-month process. Another fundamental principle that guided the update process was that many of the concepts of the 1990 General Plan, such as the idea of Sectors, were still valid and should be expanded.

The overall study approach involved the following tasks:

- ✓ Issue Identification
- ✓ Development of Community Vision for the Future
- ✓ Establishment of Community Goals and Development Policies
- ✓ Existing Conditions Data Collection and Analysis
- ✓ Development of Three Land Use Alternatives
- ✓ Identification of a Preferred Consensus Land Use Plan
- ✓ Draft General Plan Elements
- ✓ Implementation Strategies
- ✓ Preparation of the Oro Valley General Plan



Note: GPAC, TSC, and other groups are described in Section 1.6.



1.5 Using the General Plan

As mentioned previously, **Focus 2020: Oro Valley General Plan** is a statement of policy regarding future growth and development within the Planning Area. When using the General Plan it is important to have an understanding of some key concepts and their definitions.

| | |
|----------------------------------|--|
| Vision: | <i>A community philosophy and unique image of the future that would be better in some ways than what now exists.</i> |
| Values: | <i>Principles or standards that the community will not compromise — no matter what.</i> |
| Focus Areas: | <i>Prioritized areas of community focus derived from the vision statement.</i> |
| Core Community Goals: | <i>Statements that provide general direction and serve as the description of the desired future for Oro Valley. They are fundamental to the community and provide the “big picture” of what Oro Valley wants for its future.</i> |
| General Plan Elements: | <i>The General Plan is comprised of ten elements that are critical to the community’s future. Each element describes the existing situation, identifies issues, and presents specific actions that need to be addressed.</i> |
| Element Goals: | <i>Specific goals that provide general direction within each of the ten elements.</i> |
| Policies: | <i>A course of action that the Town should take to implement the goal to which it relates. When policies are addressed comprehensively, they work to implement the community’s vision for the future.</i> |
| Strategic Implementation: | <i>Specific strategic action steps that must be taken over the next five years to ensure action toward implementing the General Plan.</i> |
| Land Use Map: | <i>A map that graphically depicts, in a general fashion, how land uses will be distributed throughout the Planning Area and how the Town will accommodate future population growth.</i> |

When considering a development proposal, staff, the Commission, and the Town Council will evaluate the proposal on how it relates to the above key concepts. It is the burden of the applicant to determine if the proposal is in compliance with the General Plan. Therefore, it is important to understand and review the land use map as well as the text that further defines how growth and development will occur in Oro Valley.



1.6 Public Participation Process



Focus 2020 Kick-off Barbeque

One of the most important components in developing the **Focus 2020: Oro Valley General Plan** was providing opportunities for meaningful public input throughout the process. The public participation process was comprehensive and offered citizens various opportunities to get involved throughout the 15-month process. Twenty-one citizens served on a General Plan Advisory Committee, 13 individuals served on a Technical Support Committee, 84 people served on 7 Sector Boards, approximately 70 people each attended the Future Search Conference and public workshop, 356 residents were surveyed by telephone, and many more attended public hearings on the general plan document. Residents throughout the Planning Area were kept informed about the process through the **Focus 2020** newsletter.

It was deemed critical to ensure that a wide variety of residents participated so that the plan represented the diverse interests within Oro Valley. To ensure that this occurred, citizens were offered various opportunities. The public participation process included:

General Plan Advisory Committee (GPAC) Meetings

The 21-member GPAC was officially appointed by the Town Council to work with the Planning Team and staff to develop the Oro Valley General Plan. The mission statement developed by the GPAC at the onset of the process states the purpose of the committee:

To provide a fertile environment that allows us to create a usable document that serves as a decision-making guide and reflects the values/goals of the community for the future.

Members of the GPAC included one representative each from the Chamber of Commerce, Arts Advisory Board, Planning and Zoning Commission, Town Council, Development Review Board, Parks and Recreation Board, the Seven Sectors, Administration, Planning and Zoning Department, and Public Works Department. The GPAC met generally on a monthly basis.

Technical Support Committee (TSC) Meetings

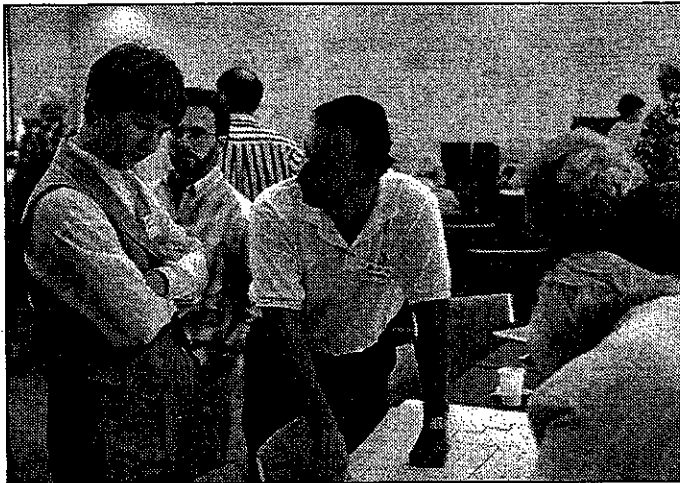
The TSC was organized to provide input and comments to the GPAC at key junctures in the process. The TSC was made up of representatives from the City of Tucson, Town of Marana, Arizona State Land Department, Pima County, Pima Association of Governments, and other state and regional agencies that have a stake in the outcome of Oro Valley's planning process. These professionals provided an "outsider stakeholder's" perspective that was invaluable to the process. The TSC met three times during the process.



Sector Board Meetings

The 1990 Oro Valley General Plan developed the concept of "Sectors," which were defined areas that demonstrated distinctive character. The Sectors offered an opportunity to get a lot of people involved to discuss issues and strategies for specific areas of the community. Seven Sectors were delineated and boards of citizens appointed. Each Sector Board had 12 members with a chairperson who served on the GPAC. The purpose of the Sector Boards was to identify critical issues and provide input to the GPAC, comment on GPAC work, and communicate with and encourage input from residents within their Sector. The Sector Boards met formally with the Planning Team or staff four times and many more times individually during the process.

Future Search Conference



Future Search Conference

The two-day Future Search Conference, held April 21-22, 1995, offered a unique opportunity to communicate, educate, empower, partner, and build consensus on issues that impact the development of the general plan. The conference was a community-wide event that generated substantial excitement and commitment to the plan development. The conference participants reviewed the community's past, discussed ideal and probable futures, examined trends, identified community strengths/weaknesses/opportunities/constraints, and created a community vision. The ultimate goal of the conference was to include all stakeholders who would be affected by how the community grows or who could affect the community for the purpose of searching for an achievable future.

Community Telephone Survey

A telephone survey instrument was developed by the GPAC and Planning Team and was administered in 356 Oro Valley households. The telephone interviewing was completed in late April 1995 by Research Advisory Services, Inc. The sample size had a maximum margin of error of 5.00 percentage points, which represented a 95 percent confidence level. This means, in theory, that in nineteen cases out of twenty, a sample of this size would not vary more than five percentage points from the results that would be obtained if all households in Oro Valley had been surveyed. The survey sample was highly representative of the community's demographics. It is included in Appendix A.

Public Workshop

Midway through the general planning process, a public workshop was held to review and debate the three land use alternatives. Invitations were sent out through the newsletter that was distributed to every household. Over 70 people attended the two-hour workshop and provided input on the alternatives.



Community Survey

At all public meetings, written community surveys were distributed. The purpose of the community surveys was to continually solicit written input from citizens attending public meetings. The information received from the surveys was tabulated and discussed by the GPAC.

General Plan Newsletter

The Planning Team developed a brief, informative newsletter that was distributed by the Town of Oro Valley at three key points during the general plan process. The purpose of the newsletter was to provide an update on the process to citizens and community leaders as well as to present concepts being debated for their comment.

Public Hearings/Meetings on the General Plan

In accordance with hearing requirements outlined in the state statutes, the Planning and Zoning Commission conducted three public hearings on the draft **Focus 2020: Oro Valley General Plan** before making a recommendation for approval to the Town Council. The Town Council held an additional public hearing in July 1996 and adopted the document.

1.7 Organization of General Plan Document

The remainder of the **Focus 2020: Oro Valley General Plan** document is organized in a series of chapters that include:

- Chapter 2.0: Strategic Framework**, which presents the Community's Vision for the Future and prioritized Core Community Goals. This Strategic Framework provides the overall foundation for the development policies and future community decision-making.
- Chapter 3.0: Existing Conditions**, provides an overview of the community's existing conditions in terms of historic and physical perspectives.
- Chapter 4.0: Community Elements**, includes the discussion of all ten elements. Each of the elements is presented in the same format, which includes an element statement, existing conditions review, issue identification, policies and recommendations, and strategic implementation.
- Chapter 5.0: Appendix**, includes supplemental background information to the General Plan.





2.0 STRATEGIC FRAMEWORK

The Oro Valley “*Strategic Framework*” provides the policy framework for the ***Focus 2020: Oro Valley General Plan***. The Strategic Framework provides the overall policy statement regarding future growth and development of Oro Valley. The Strategic Framework includes the Community Vision for the Future, Community Values, Core Community Goals, and Sector Board Prioritized Goals. The Strategic Framework enables staff and decision-makers to determine if rezoning requests or development proposals are in compliance with the ***Focus 2020: Oro Valley General Plan***.

2.1 Community Vision and Values

The ***Focus 2020: Oro Valley General Plan*** is based on and shaped by the community’s vision for the future and community values. Oro Valley’s “*Vision for the Future*” is a philosophy and unique image of the future that would be better in some ways than what now exists. It is a dream rooted in reality. An important part of the vision is the expression of community “*Values*,” which are principles or standards that the community will not compromise — no matter what. The delegates, divided into three groups at the Future Search Conference, developed three separate vision statements and lists of community values. The three groups expressed similar ideas and concepts, which were further debated by the GPAC and seven Sector Boards. A draft Vision Statement and Values were developed by combining the key concepts in the three statements created at the conference and was presented for comment to Oro Valley citizens at the public workshop. Following the workshop, the GPAC finalized the statement, which is listed below. The Town Council adopted the Vision, Focus Areas, and Core Community Goals in November 1995.

Oro Valley’s Vision for the Future Is:

To be a town that is recognized as a well-planned community that strives to balance the needs of today against the potential impacts to future generations, while recognizing the limitations of its resources. Oro Valley’s unique quality lifestyle is defined by the highest standard of environmental integrity, quality education, infrastructure and 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 a government that ensures the long-term financial stability of the Town.

As a Community We Value:

Our fragile, quality environment and unique Sonoran Desert setting.
Quality education that is an integral part of our community.
Economic stability that maintains our special quality of life.
The richness that art, recreation, and culture bring to our lives.
An efficient local government that protects the Town’s long-term interests while being responsive to the needs of the community.



2.2 Core Community Goals

“Core Community Goals” provide general direction and serve as the description of a desired future. Generally, core community goals are ongoing and timeless. They are fundamental to the community and provide the “big picture” of what Oro Valley wants for its future. The Town of Oro Valley identified nine key focus areas, which, when addressed comprehensively, further define the community’s vision for the future and ensure the high quality of life residents expect. Many of these goals will come into play in each land use decision. The GPAC and all of the Sector Boards debated and eventually voted to prioritize the core community goals. The prioritization of goals allows decision makers to appropriately weigh them, rather than choose one over another to arrive at the best balance for the community. Oro Valley’s Core Goals address each of the focus areas. Oro Valley’s prioritized Focus Areas and Core Goals are:

Focus Area One: Environmental Integrity

To accommodate growth in an orderly, environmentally sound manner while providing for the integration of the manmade with the Sonoran Desert environment.

Focus Area Two: Financial Stability

To maintain a financially sound local government that is prepared to adequately, efficiently, and creatively ensure the provision of community facilities and services.

Focus Area Three: Availability of Quality Water

To ensure the availability of quality, affordable water to meet the current and future needs of Oro Valley residents.

Focus Area Four: Efficient Infrastructure

To ensure adequate community infrastructure and locate uses where existing or planned infrastructure can be provided in a cost-effective manner.

Focus Area Five: Public Safety

To ensure a high level of public safety services and facilities in the community.

Focus Area Six: Parks, Recreation, and Culture

To include a wide range of recreational opportunities for all Town residents including developed parks, trails, and community cultural facilities.

Focus Area Seven: Responsive Government

To establish a local government that responds to the values of the community’s residents.

Focus Area Eight: Sustainable Planning

To maintain the balance between the needs of the community today and its renewable and nonrenewable resources.

Focus Area Nine: Quality Education

To ensure quality of educational programs and ensure adequate facilities that meet the needs of Oro Valley students and residents today and for future generations.



2.3 Sector Board Goals

Each of the seven Sectors reviewed seven of the Focus Areas and Core Community Goals. The Sector Board Prioritization occurred prior to the GPAC adding two Focus Areas: Parks, Recreation, and Culture and Responsive Government. Due to the diversity of the seven Sectors, both geographically and demographically, the Focus Areas and Core Goals are prioritized differently. The prioritized list of Community Focus Areas and Core Goals take precedence. The Sector Board prioritized core goals are to be considered when a project or rezoning is being proposed within a particular Sector.

Table 2-1: Sector Board Goal Priorities

| Goal | Sector Board # | | | | | | |
|-------------------------------|----------------|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| Environmental Integrity | 1 | 2 | 1 | 2 | 1 | 1 | 2 |
| Financial Stability | 2 | 1 | 2 | 4 | 7 | 6 | 6 |
| Availability of Quality Water | 3 | 7 | 5 | 1 | 2 | 2 | 4 |
| Efficient Infrastructure | 4 | 6 | 6 | 3 | 4 | 3 | 3 |
| Public Safety | 5 | 4 | 3 | 5 | 6 | 4 | 1 |
| Sustainable Planning | 7 | 3 | 4 | 6 | 3 | 5 | 7 |
| Quality Education | 6 | 5 | 7 | 7 | 5 | 7 | 5 |

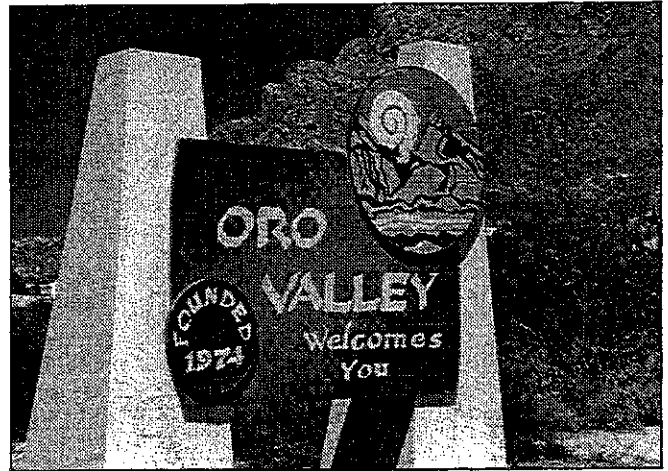




3.0 EXISTING CONDITIONS

3.1 Planning Area

The Town of Oro Valley's incorporated land area is 26 square miles as of December 1995. Over the next 25 years, the Town will need to annex additional lands to accommodate growth and ensure attainment of the community's vision for the future. Therefore, to ensure that the Town is adequately planning within the community's sphere of influence, the Town Council approved a Planning Area of approximately 84-square miles. **Focus 2020: Oro Valley General Plan** covers the entire 84-square mile Planning Area. The Planning Area boundaries are the Pinal County line on the north, Thornydale Road on the west and Orange Grove Road as the southern boundary, with the eastern boundary is primarily along the Coronado National Forest and Catalina State Park and along Sunrise to Craycroft. Map 3-1 shows the Oro Valley planning area boundary.



3.2 Regional Context

Oro Valley is located in northeastern Pima County, six miles north of the Tucson city boundaries. The Planning Area is surrounded by the Town of Marana, City of Tucson, and Pima County. The Town of Oro Valley is approximately 12 miles from Interstate 10 via Tangerine Road.

3.3 Historic Overview

Oro Valley was at a crossroads, even in the 1870's. In those days, it was a steam pump that provided water for weary travelers and transplanted settlers. The two crossroads were merely wagon trails for people heading to Tucson or to the developing towns of Mammoth and Oracle to the east, or Florence to the north. Tucson was still a day's ride from Oro Valley and the Civil War was recent history.

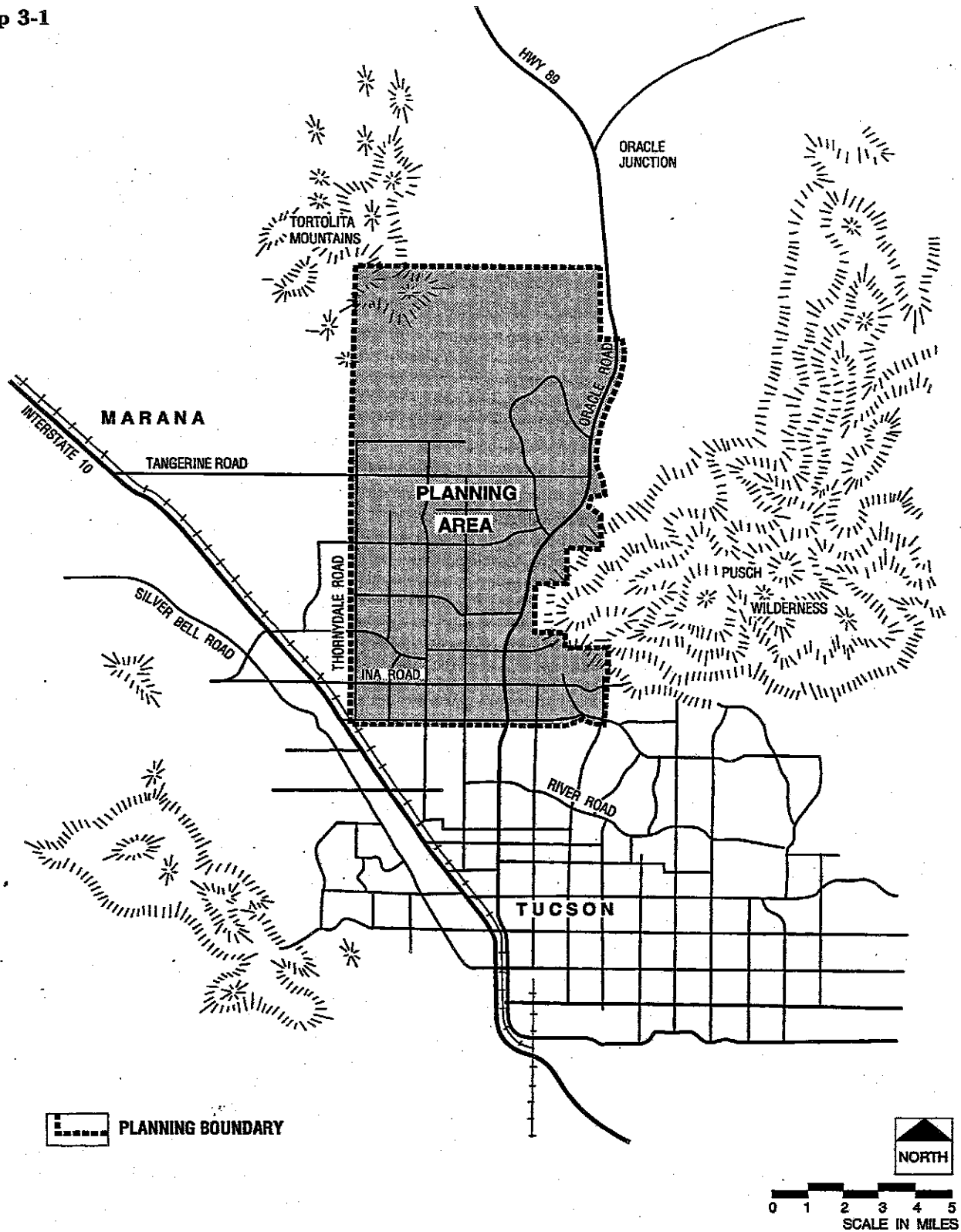
George Pusch, a German immigrant, owned the steam pump that brought water up from the aquifer to comfort travelers and settlers alike. It was one of only two steam pumps in the Arizona Territory and he named his ranch after this marvel of industry.

The Steam Pump Ranch became a resting point for many, from cowboys and prospectors to Indians, whose hunting parties would pass nearby in the foothills. The high ridge above the Sheraton El Conquistador bears Pusch's name. It is a fitting tribute to a man who believed in the land and what it could offer.

In the late 1960's and early 1970's, those who were settling at the base of the mountain began to visualize how citizens in the area could, and should, be in greater control of what would happen to this land. In the early 70's, then Tucson Mayor James M. Corbett, Jr., called for annexation of several areas on the far north side of Pima County that locals found threatening. Following this declaration, the locals started a petition drive to incorporate. Pima County's response came in the form of an official refusal on the part of the Board of Supervisors to allow the incorporation. There was a subsequent court battle. There was even a petition to disincorporate. In 1974, the area was officially incorporated and 2.4 square miles of land became officially designated as the Town of Oro Valley.



Map 3-1



TOWN of ORO VALLEY

GENERAL PLAN UPDATE

VICINITY MAP



The Town of Oro Valley is a general law town and operates under a council-manager form of municipal government. The connotation "general law" means that the town exists and operates under the general laws of the state, the Arizona Revised Statutes. In practical terms, this means that as a general law town, the mayor and council must look to the state for authority to pass local laws. Either specific or general enabling authority must be found in state statutes before the council can act. Additionally, a council-manager form of government means that, instead of the council administering municipal programs and activities, the council has hired a professional manager to implement council-adopted policy and administer the day-to-day operations of municipal government.

The citizens of Oro Valley elect a five member town council on a rotating basis every two years. The mayor is not elected at-large by the citizens of Oro Valley, but elected to the post by the seated town council members on an annual basis. The Town's general election is held in March of every other year. The town council is responsible for local policy and lawmaking and possesses the legal power to govern all affairs of the community.

3.4 Physical Characteristics

Typical elevations within the Planning Area range from a low point of 2,200 feet at the southwest corner to 3,200 feet along the northern boundary. Higher elevations are found in the lower slopes of Pusch Ridge (up to 3,900 feet) and in the Tortolita Mountains (over 5,000 feet).

Most of the area consists of gently rolling terrain with an overall slope that varies between 2 to 4 percent. There are some significant areas of slope that exceed 15 percent. These are associated with the Tortolita Mountains, the lower slopes of Pusch Ridge, and the edges of the Canada del Oro drainage channel. Along the northwestern edge of the Canada del Oro is an area that consists of fairly irregular terrain due to several secondary washes intersecting the major channel. Map 3-2 shows the physical features of the Planning Area.

Several major plant communities occur in the Oro Valley area. The desert saltbush community is generally found on the valley floor, supported by the fine-grained alluvium soils. Mesquite trees are also found in this range. On the sloping plains and lower bajadas near the foothills the creosote bush predominates, often interspersed with white bursage.

At higher elevations, the paloverde-saguaro community can be found. Other trees, shrubs, cacti, and herbs are intermixed and are characteristic of the community. Examples include the foothill paloverde, jojoba, brittle bush, saguaro, barrel cactus, several species of prickly pear, and cholla. Where soils and climate conditions are suitable, ironwood trees are dominant and are found in association with saguaros and paloverde trees.

Over 5,000 feet in elevation within the immediate region, the grassland communities are dominant and may be interspersed with shrubs. Plants in this community include gamma grasses, sacaton grass, mesquite, catclaw, and desert hackberry. Between 4,000 and 6,000 feet, evergreen woodlands can be found with oak woodland, juniper, pinyon, and chaparral. Above 6,000 feet, evergreen conifer forests, primarily ponderosa pine stands, with some white pine and Chihuahua pine and occasional oak species, are found.

Where water tables are shallow and along stream channels and terraces, deciduous riparian forests consisting of sycamores, Arizona ash, hackberry, and cottonwood occur.

The presence of mesquite bosques is characteristic of river channel confluence (where two or more washes or water courses merge). The mesquite trees form a canopy with interspersed deep-rooted shrubs and grasses or perennial herb understory species. Both the deciduous riparian forests and mesquite bosques have been reduced to a small fraction of their former expanse. Apparent minor changes in the water regime, sometimes caused by nearby development, have drastic and long-lasting effects on these communities.



The Planning Area supports an abundance of birds and animals that are closely associated with the plant communities. Over 400 species and subspecies of terrestrial vertebrates have been identified. This includes 252 bird species, 92 species of mammals, and 89 species of reptiles and amphibians. These animals include bobcats, mule deer, white-tailed deer, jackrabbits, coyotes, fruit bats, javelinas, ground squirrels, foxes, packrats, and other rodents. Mountain lions and bighorn sheep are less common, but are also present in some mountain ranges.

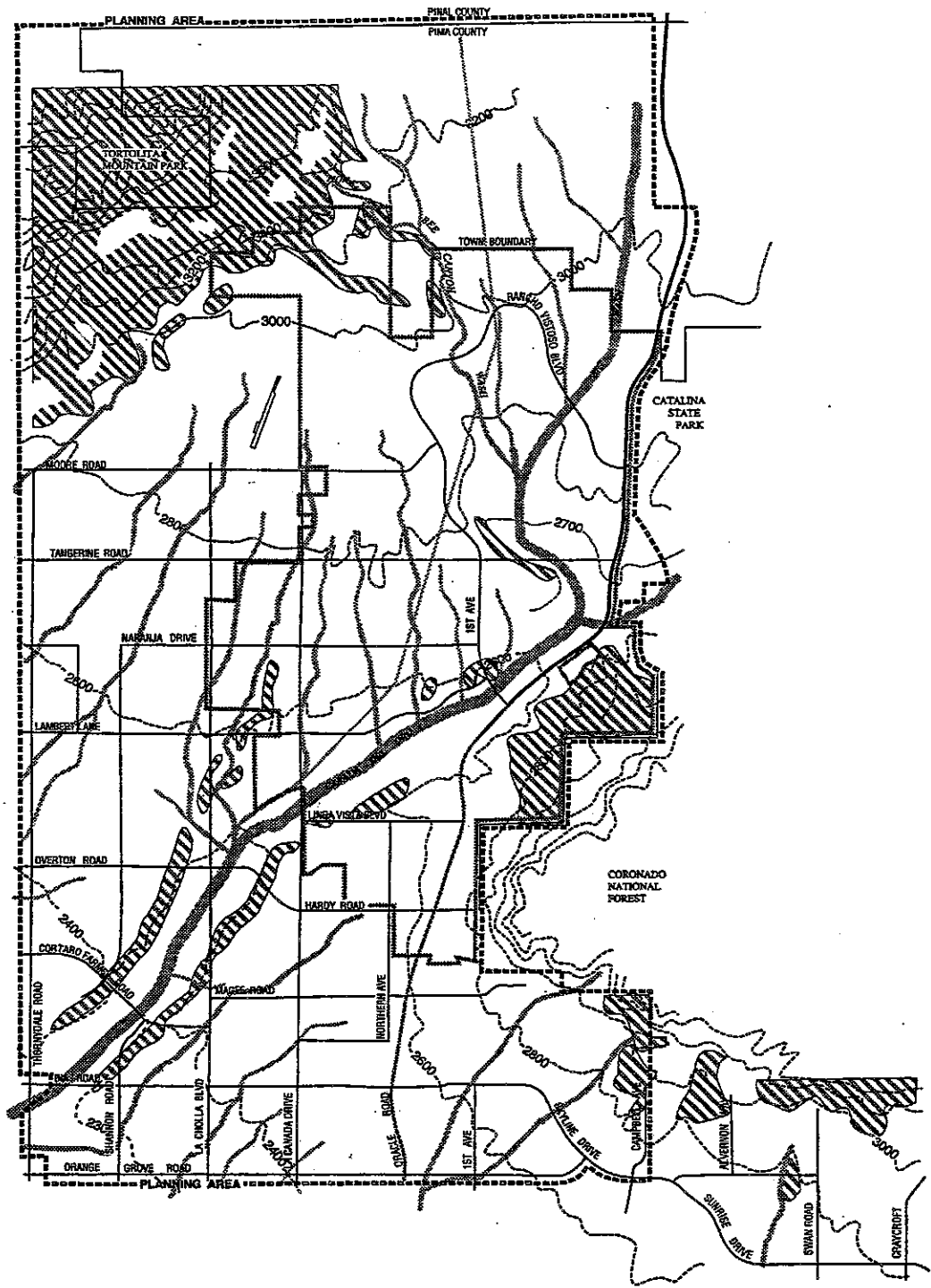
Bird life is abundant and is augmented seasonally with migratory species. Significant birds in the area include raptors such as the gray hawk (which is designated as threatened by the Arizona Game and Fish Department), the Harris hawk, the rare Mexican black hawk, vultures, and eagles.

Other birds include the Gila woodpecker, cactus wren, and elf owl (found in the paloverde-saguaro and ironwood plant communities), and white-winged doves, mourning doves, Lucy's warbler, vermillion flycatcher, curved-bill thrasher, Albert's towhee, and the northern cardinal (found primarily in mesquite bosques and riparian forests).

The Planning Area drains generally to the southwest toward the Santa Cruz River. A major drainage corridor through the area is the Canada del Oro Wash. Other major washes are Big Wash, which parallels Oracle Road, and Honey Bee Canyon, which originates in the Tortolita Mountains. Both of these washes merge with the Canada del Oro about one mile south of Tangerine Road. In the southeastern portion of the planning area are two significant washes, Pima Wash and Geronimo Wash, which carry drainage from Pusch Ridge.






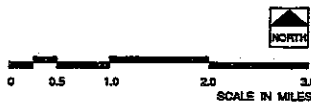
Map 3-2



TOWN of ORO VALLEY
GENERAL PLAN

PHYSICAL FEATURES

-  SLOPES
-  MAJOR WASHES
-  TRANSMISSION LINE



25084L 4.04.96





4.0 COMMUNITY ELEMENTS

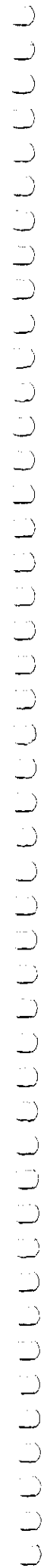
Based on the Strategic Framework, the results of the Existing Conditions Analysis, and considerable public discussion, the foundation for the development of the General Plan Elements was established.

The **Focus 2020: Oro Valley General Plan** is presented in the following ten elements:

- 4.1 Land Use Element
- 4.2 Circulation/Transportation Element
- 4.3 Economic Development Element
- 4.4 Housing Element
- 4.5 Public Facilities and Services Element
- 4.6 Parks, Open Space, and Recreation Element
- 4.7 Safety Element
- 4.8 Natural Resource Conservation Element
- 4.9 Community Design Element
- 4.10 Cultural and Historic Resources Element

Each Element is organized into the following sections:

- 1. Element Statement
- 2. Existing Conditions
- 3. Issue Identification
- 4. Policies and Recommendations
- 5. Strategic Implementation





4.1 Land Use Element

The Land Use Element is a key element of the **Focus 2020: Oro Valley General Plan**. The Element is used in conjunction with the Transportation/Circulation Element and the various other elements in making future land use decisions. The Land Use Element guides future growth of the Planning Area through the year 2020. The Land Use Element includes text describing the existing situation and how the community desires to grow while the Future Land Use Map graphically depicts, in a general fashion, how land uses will be distributed throughout the Planning Area and how the Town will accommodate future population growth. The text and map should be used together when making decisions about the future of Oro Valley.

The Land Use Element provides direction to decision-making. Implementation of the General Plan is made through public and private investments and through the use of the Town's Zoning Ordinance/Official Zoning Map and other regulatory implementation tools such as the Subdivision Regulations and Design Review. It is through these regulatory tools that the Town legally enforces the community's vision and desires for future development. The Land Use Element will provide direction to the Oro Valley Planning and Zoning Commission, Town Council, and other development-related boards/commissions in reviewing development proposals and rezoning requests. The Land Use Plan will also provide direction in the annual update of the Capital Improvements Plan, which guides the financing and timing of infrastructure improvements as well as the Town's budgeting process.

4.1.1 Land Use Statement

The Oro Valley Planning Area will continue to project a residential/resort character where the living environment for residents and visitors is emphasized. Orderly growth that focuses on low-density development is especially important to the community. Development that is sensitive to and compatible with the Sonoran Desert environment is of the utmost importance to Oro Valley residents.

4.1.2 Existing Conditions

The Planning Area is currently subject to two zoning jurisdictions. Land outside the Town limits is subject to Pima County zoning regulations. With one exception (the Allied Signal property), the land within the boundary of incorporation is subject to the Town of Oro Valley Zoning Code.

Approximately 60 percent of the land within the Town Boundary is zoned for Planned Area Development (PAD). There are three major PADs: Rancho Vistoso, La Reserve, and Canada Hills. All three are planned for a mix of uses, which consists of medium-density residential, multi-family, and commercial, along with golf course and active or passive recreational areas.

Most of the remaining land is zoned for low-density residential, with some commercial and higher density residential zoning associated with the intersection of Oracle Road and First Avenue, the Oracle Road corridor south of that location, and Lambert Lane.

There is a very limited amount of technological park zoning within the Town. Other limited uses include the resort zoning for El Conquistador and one trailer home development on the north side of Lambert Lane.

All of the County land north of Lambert Lane is zoned for low-density residential. South of Lambert Lane and west of La Canada Drive, the predominant zoning is low density residential, but there is a trend toward approving zoning which allows higher density residential in the southwest corner of the Planning Area, in closer proximity to Interstate 10.



The remainder of the land is zoned predominantly low-density residential, with a concentration of more intense uses along Oracle Road. The County has a zoning category called Transitional (TR), which allows limited commercial or multi-family uses, and several parcels along Oracle Road outside Oro Valley's incorporated boundaries are zoned in this category.

The land that has been developed within the Planning Area shows a pattern that is virtually identical to the existing zoning: predominantly low-density residential with pockets of commercial and multi-family located along Oracle Road and Lambert Lane, with an increase in density seen further west in proximity to Interstate 10.

The principal constraints to development, rough terrain and wide, natural washes, ought to be considered an asset in planning Oro Valley's context. Spaces where construction is difficult may qualify for density transfers in exchange for maintained scenic or access easements.

Ownership patterns, which can be a considerable restraint on orderly growth, may preclude master planning in some areas in Oro Valley where fractionalized land holdings cannot readily be assembled. Although it is not likely that Oro Valley can project a totally master-planned character, the varied housing types and lot sizes can be steered toward an intelligent integration of differences with several unifying themes establishing strong visual relationships.

Careful local review of land use proposals and disciplined decision-making to enforce plan implementation are the bridges between Oro Valley's constraints and opportunities. It is particularly important for the Town to consider annexation (or increased extraterritorial influence) for lands that are not presently within the corporate limits, but that will impact the community. The Oro Valley Primary Planning Area is the area approved by the Town Council as potential future annexation areas. Prior to annexation, the Town Council must approve the annexation area and a fiscal impact analysis must be completed. However, much of the Planning Area is also within the Town of Marana's and City of Tucson's "sphere of influence," or potential annexation area. Therefore, communication and possible joint planning efforts should occur with the surrounding jurisdictions and Pima County within the Planning Area.

Focus 2020: Oro Valley General Plan had considerable participation and input from these surrounding jurisdictions and the residents within the unincorporated areas.

Oro Valley has extensive potential for high-quality development. It is clear that the community has been, and will continue to be, "housing driven" in terms of its development patterns. Capitalizing on this significant market opportunity, therefore, requires special attention and encouragement of exceptional residential value. Quality design, amenity, and property maintenance standards in non-residential development will follow the examples set by Oro Valley's homeowners and those demanded by the Town's visitors. Residential land use policies combined with the Town's desire to preserve valuable open space and scenic resources will maintain the community's attraction.

Tourism opportunities will continue to be promoted in Oro Valley. Not only do recreational and leisure-time facilities enhance the Town's character, they also strengthen a significant component of the local revenue base. Resorts, restaurants, and shops that draw tourist dollars also serve Town residents' entertainment and purchasing needs with greater variety than normally found in communities of similar population size.

Planned developments represent the preferred method by which raw land is converted. Clustering buildings promote efficiencies in utility and street systems and also provide a proven method of preserving portions of the Town to protect wildlife habitats and open space resources. Also, the Town encourages the use of "building envelopes" within subdivisions, which allows no bulldozing or leveling of the land outside of the area where the house will be developed. Some trees and plants inside the fence around the building envelope will be destroyed, but many can be moved, then replanted when construction is complete. The purpose of the building envelope concept is to preserve as much of the Sonoran Desert as possible within Oro Valley.



The Town intends to permit reasonable land use intensity for all types of uses, commensurate with Plan goals. The Town reasonably wishes to be satisfied that sufficient demand exists before authorizing a higher land use intensity than present zoning permits. Regulatory provisions, accompanied by development review practices, are designed to favor compatible, master-planned construction in terms of residences per acre or site coverage as compared with piecemeal development.

Commercial opportunities in Oro Valley are encouraged to make the most of their designated locations by constructing substantial, attractive buildings with full improvements, convenience, and safety. The Town wants its shops, offices, and centers to be planned, built, and operated to house successful, stable businesses. Overbuilding, with excessive commercial unit vacancy, should be discouraged. Again, a master-planned development that creates its own market for retail and service uses exemplifies a preferred situation for new commerce opportunities.

Industrial uses will fit in master-planned campus settings with users tending to include high-tech testing and research labs with, perhaps, some light manufacturing or assembly. Aerospace, research and development, corporate headquarters, engineering, and communication companies are among the likely corporate entities for Oro Valley sites. Although heavy industry is neither encouraged nor likely, nonetheless, the Town should consider providing a centrally located, hidden compound for outdoor-type uses such as equipment storage.

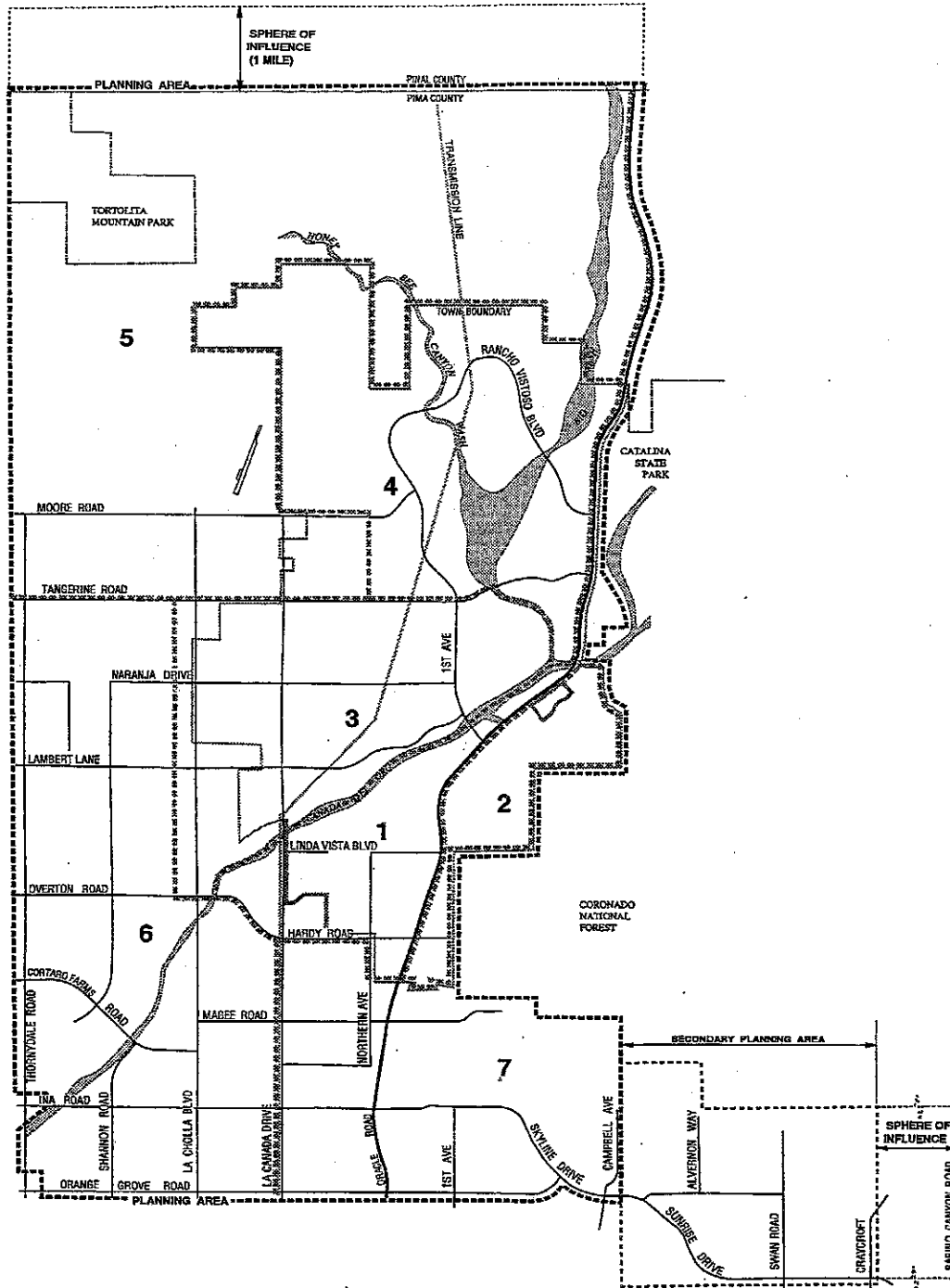
Reserves for institutions, particularly health care and higher education, will be incorporated into or adjacent to planned communities' activity center cores. Churches, corporate conference centers, child or adult care facilities, professional office plazas, neighborhood schools — even hospitals, colleges, or senior citizen complexes in large-scale developments — may be appropriate additions to future neighborhood centers.

Sensitive uses must also be provided with siting opportunities. The Town does not anticipate accommodating junk yards, hazardous materials storage, and other unsafe or unsightly uses. It is recognized, however, that utility corridors and substations, landfills, extractive industries, wastewater treatment plants, and the like constitute necessary municipal support functions. The Town will work closely with providers, entrepreneurs, and adjacent jurisdictions to identify sites for these uses in locations where they will not detract from the value of others' properties. Standards for covering, screening, access, separation, and other mitigation requirements are established to ensure that these uses will be operated as good neighbors to the community.

Sector Board Character Descriptions: The 1990 Oro Valley General Plan developed the concept of "Sectors," which were defined areas that demonstrated distinctive character. Seven Sectors were defined and provided a tremendous opportunity for citizens to get involved in the update process. Map 4.1.1-1 shows the boundaries for the seven Sectors.



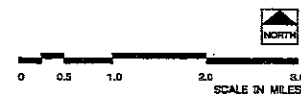
Map 4.1.1-1



TOWN of ORO VALLEY
GENERAL PLAN

SECTOR BOUNDARIES

SECTOR BOUNDARY





Following are character descriptions of the seven Oro Valley Sectors:

Sector 1: Town Central

The original Town of Oro Valley comprises most of Sector One. Single-family homes, most on large lots, with abundant native vegetation, give this sector its special character and ambiance. This low-density sector is mostly built-out with the exception of the Oracle Road corridor. Oracle Road is lined with commercial enterprises and apartment complexes.

Sector 2: Coronado Foothills

Sector 2 incorporates the Sheraton El Conquistador Resort, with its associated golf course, and the La Reserve Planned Area Development. This PAD is 1,144 acres in size and is currently being developed with clustered, high-end housing and custom homes on large lots. A significant portion of La Reserve abuts the Coronado National Forest, which is dedicated as a "Wilderness area" to preserve the abundant wildlife found in the adjacent foothills of the Catalina Mountains. This sector also includes the partially developed Foothills Business Park, a Campus Park Industrial type development, and some vacant Oracle Road frontage property.

Sector 3: Canada Hills/Lambert Lane

This sector is primarily residential in nature. It features a mix of densities, ranging from low-density residential neighborhoods, such as Rancho Feliz No. 5, Monte del Oro, and Tangerine Meadows, up to medium-high density, for example, the Highlands Mobile Home Park, a retirement community. The bulk of residential development in this sector exists, or will occur with four major developments, Copper Creek, Monterra Hills, River's Edge, and the El Conquistador (aka Canada Hills) PAD. Many residences in the Canada Hills development are situated along the fairways of the El Conquistador Resort, located along the west side of La Canada Drive. This sector also includes a 40-acre park site on the north side of Lambert Lane, which was recently purchased for future development by the Town of Oro Valley.

This sector is also the site of the Oro Valley Town Hall, which was completed in the early 90's. The intersection of Lambert Lane and La Canada Drive is projected to become a neighborhood commercial center, anchored by the existing Smitty's Grocery Store and associated retail shops and offices.

Sector 4: Rancho Vistoso

Sector 4 encompasses the entire area known as Rancho Vistoso, a 7,000 acre master-planned community annexed into the Town of Oro Valley in 1987. It includes a mix of residential uses and densities, including the retirement community known as Sun City Vistoso, which is currently nearing build-out. Additional medium-density residential development is also occurring along the west side of Rancho Vistoso Boulevard, north of Tangerine Road, in Neighborhoods 7 and 10. A golf course, known as the Golf Club at Vistoso is nearing completion at this time. It is destined to become a premiere golf/residential community in the years to come.

As per the master plan for Ranch Vistoso, approximately one-half of its land area will be preserved as natural open space, including its major topographic features, Big Wash and the Tortolita Mountain Foothills.



Sector 5: Tortolita Foothills

Sector 5 lies within the Town's Planning Area, but outside its incorporated boundaries at this time. This area is largely vacant, but is interspersed with single-family residences on large parcels. Sector 5 also includes the La Cholla Airpark, a privately owned air strip flanked by large custom homes on acreage. The northwest quadrant of this sector begins to slope north and west, toward the scenic Tortolita Mountains.

Sector 6: Ironwood/Shannon

This sector lies outside Town incorporated boundaries to the southwest. It is primarily residential in nature with densities running the full gamut from low- to high-density Residential. High-density residential exists, and will continue to proliferate along the Orange Grove and Ina Road corridors. Commercial development exists, and will also continue to develop, along these corridors and also along Thornydale Road, the western boundary of Sector 6.

Sector 7: Ina/South Tier

The Ina/South Tier sector provides an urbanized buffer to the south between the Town of Oro Valley and the City of Tucson incorporated limits. It includes the recently widened and improved Ina Road/Skyline corridor, as it extends eastward from Oracle Road to Campbell Avenue. Commercial uses exist along both sides of Oracle Road from Magee Road to its southern limit, Orange Grove Road. This sector also includes the Westward Look Resort, a longtime Tucson attraction.

4.1.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- Preservation of the Sonoran Desert — The protection of the Sonoran Desert environment is a critical element to the community's vision and the cornerstone of the General Plan. The dilemma is how to allow property owners to develop their land while ensuring the protection of the Sonoran Desert. The General Plan outlines guidelines and strategies to ensure sensitive development.
- PAD/Hard Zoning — The Town of Oro Valley has a large amount of land within the Planning Area that is zoned planned area development (PAD) or "hard" zoned. In many cases, the land use has been vested and expectations are that the land will develop in a certain way.
- Balance of Land Uses — The Land Use Plan must identify an appropriate balance of various land uses to ensure provision of public services and maximize infrastructure efficiency while ensuring the protection of the community's unique environment.
- Revenue Enhancement — The Town's economy (discussed further in the Economic Development Element) is currently fueled by new construction, which has meant primarily residential development. In order for the Town to be self-sustaining and weather the building cycles, it must diversify its economic base and allocate additional land for income-generating uses, such as commercial development.
- Maintaining Low-Density Character — Oro Valley residents value the rural, low-density residential character of the Planning Area. This character should be aggressively maintained. However, the Town has already approved and commitments have been made that increase the intensity of development in some areas. Additionally, much of the land within the Planning Area is outside of the current incorporated boundaries and it is uncertain that Pima County or surrounding jurisdictions place the same value on this type of development character.



4.1.4 Land Use Policies and Recommendations

The Oro Valley Planning Area is 84 square miles, while the Town's incorporated land area as of December 1995 is 26 square miles. Considerable discussion occurred in determining the boundaries for the Planning Area. The land area included within the boundary is intended to represent potential areas that the Town Council would consider annexing at some time in the future. Therefore, it was important to do some planning of the area even though the Town currently does not have legal authority. By planning the area outside the incorporated boundaries and working closely with Pima County, it is our intent that the County will consider the Oro Valley General Plan when making decisions that might impact future Oro Valley land.

The population for the Town of Oro Valley as of 1990 was 6,670 and the 1995 special census population preliminary figure is 19,657, which represents a 195 percent increase in population. The Pima Association of Governments (PAG) completes population and employment projections for the entire region, which are used for transportation planning purposes. Analyzing the transportation analysis zones (TAZ), the Planning Area's population in 1990 was 47,387 and projected to increase to 129,398 in the year 2020, according to PAG projections, which represents a 173 percent increase in population over the 30-year timeframe. The estimated Oro Valley General Plan Planning Area population for the year 2020 is 125,000, based on the Land Use Plan.

The Oro Valley Land Use Plan delineates an Urban Growth Boundary (UGB) along the northern edge of the Planning Area. The UGB is a line that indicates any land north of the line should not receive any increase in density or land use intensity over what currently exists. The purpose of the UGB was to ensure rural character preservation of the land within the area. Therefore, it is strongly recommended that the Town Council and other jurisdictions consider and honor the existing resident's wishes to maintain the rural character of the area. Additionally, increasing the intensity of development of this area over the next twenty years will continue the trend toward urban sprawl that the **Focus 2020: Oro Valley General Plan** is attempting to limit.

To assist in guiding growth and development consistent with the community's vision for the future, it is important to understand the intent of the different land use districts. The following definitions that relate to the designations on the Land Use Map should be used when interpreting the Land Use Map. The land uses are characterized as a range of dwelling units per acre (DU/AC).

Rural Low-Density Residential (0-0.3 DU/AC) — This land use designation denotes areas of large lot single-family development are desirable in a rural environment. Rural low-density residential designation areas range up to .3 dwelling units per acre. This land use category also allows for clustering of residential densities in order to preserve open space and protect the Sonoran Desert environment. Areas of rural residential development are appropriate where there is a desire to retain a rural lifestyle or where protection of the natural environment is necessary. Suitability is determined on the basis of location, access, existing land use patterns, and natural/manmade constraints.

Low-Density Residential (0.3-2.0 DU/AC) — The district denotes areas where single family residential development is desirable, but only if it is at a density that will permit retention of a rural, open character. Low-density residential designation areas range up to two dwelling units per acre. Clustering and building envelopes would be encouraged within this classification to ensure maximum protection of the Sonoran Desert and allocation of open space.



The Low-Density Residential (LDR) category is further delineated on the Land Use Map into three categories:

- LDR (0.5) - Represents low-density residential range of 0.3 to 0.5 dwelling units per acre.
- LDR (1.2) - Represents low-density residential range of 0.5 to 1.2 dwelling units per acre.
- LDR (2.0) - Represents low-density residential range of 1.2 to 2.0 dwelling units per acre.

Medium-Density Residential (2.1-5.0 DU/AC) — This designation is where typical single-family detached, townhouse, or patio home development is suitable, ranging from 2.1 to 5.0 dwelling units per acre. These areas should be located with proximity to schools, shopping, and employment and will utilize a discontinuous street hierarchy to discourage through traffic.

Medium-High Density Residential (5.1-10.0 DU/AC) — This land use designation denotes areas where single-family attached, townhouse, and patio home development is appropriate, ranging from 5.1 to 10 dwelling units per acre. Limited high-density residential, medium-density residential, and neighborhood commercial may also be acceptable in certain areas where deemed appropriate by the Town.

High-Density Residential (10+ DU/AC) — This category denotes areas identified to be appropriate for apartments, condominiums, and townhouses. These areas should be located on the periphery of medium and medium-high density residential areas and should capitalize on arterial access and adjacent shopping and employment opportunities. High traffic volume impacts on local, lower density residential streets are discouraged. High-density residential designated areas may include ten or more dwelling units per acre. However, the density will depend on the orientation, landscaping, amenities provided, and open space preserved within the proposed development. Other uses permitted in this category may include all commercial categories and public/semi-public uses.

Master Planned Community — This land use designation refers to areas where large multi-use developments should be planned and developed in a comprehensive manner. One area designated on the Land Use Map as Master Planned Community is the area that is primarily Arizona State land in the northern portion of the Planning Area. This is envisioned to be a large master planned community similar to Rancho Vistoso. However, the protection of major washes and sensitive environmental areas is expected, along with significant buffers for existing Rancho Vistoso residents. Density ranges will be determined at the time of rezoning by examining the development plan and development impact analysis.

Neighborhood Commercial — This designation denotes commercial areas located at the intersections of arterial roadways or along Oracle Road with proximity to residential areas. Within these areas, uses, such as grocery stores and drugstores, tend to serve the surrounding neighborhoods and are integrated with those neighborhoods. (This designation, could include but is not limited to, uses allowed in the Town zoning category by the same name.)

Community Commercial — This designation is for commercial areas at the intersections of principal arterials. Uses, such as variety stores and small department stores, at these areas tend to serve the surrounding community and they may not be compatible with residential uses, especially residential uses of a lower intensity. Typically, Community Commercial areas form the nucleus for more intense land uses such as those in a central business district.

Regional Commercial — This designation is for areas located at the intersections of principal arterials where large scale commercial uses (such as major department stores) can be sited to serve regions of the metropolitan area. Regional Commercial sites are typically dispersed at least four miles apart.



Office — This district denotes areas for professional office, tourism, and service use with good arterial access appropriately buffered from residential areas. In many cases, offices are a good buffer between residential and other higher uses, such as commercial or industrial.

Commerce Park — This designation denotes areas where commercial, office, and/or light manufacturing can occur. These uses can occur in a planned business park-type of environment with clustered buildings and inward focused activity. Commerce parks often include a mix of light industrial, professional office, office/showroom, office/warehouse, retail services, and related uses.

The specific district will be determined based upon site use, adjacent land use impact, and intensity of development. In particular, the master planned development should locate the least intense users along arterial streets with adequate setback buffer and where visibility to the public is likely. More intense uses shall be located away from arterial streets, buffered by other uses.

Public/Semi Public — This designation denotes acreage dedicated for public or semi-public uses which include churches, police/fire substations, and hospitals.

Schools — This designation is for public or private places of general instruction.

Park/Open Space — This designation denotes areas that are to be precluded from development except for public recreational facilities or nature preserves. Open space areas should be left in a natural state for scenic purposes due to topographic or drainage constraints or the need to provide buffers between potentially incompatible land uses. The provision of a linked open space system should be created through the preservation of washes, public utility easements, arterial corridors, and other regional linkages that exist in the Planning Area.

The densities presented above represent the range and maximum base density allowable in the respective land use district. However, these stated maximum densities in no way obligate the Town to approve developments at the maximum. It shall be the obligation of the developer to show, through sound land use planning practices and exceptional site and building design, that approval of the maximum density is warranted. Protection of the Sonoran Desert and sensitive land uses will be evaluated closely in all developments.

The boundaries of the land use designations shown on the Land Use Map are located along significant natural or manmade features wherever possible, to assist in identification. These features include drainageways, washes, roadways, existing subdivisions, or existing development areas. These boundaries represent general recommendations for future development. However, the precise location of the boundaries may not always be exact or critical. It will be the responsibility of the Town Council, with recommendation from the Planning and Zoning Commission and Oro Valley Planning Department, and guidance provided by **Focus 2020: Oro Valley General Plan**, to establish and define the boundaries if questions arise.

In the year 2020, if the Land Use Plan is implemented as shown, the Oro Valley Planning Area will have 1,750 acres of commercial, 1,372 acres of commerce park, and 161 acres of office. In terms of residential development, the majority of land uses will be in rural low-density (9,391 acres) and low-density (11,486 acres) which is intended to maintain the rural, open character of Oro Valley. The medium-density residential will be approximately 6,277 acres, medium-high density 608 acres, and high-density residential 428 acres. Achieving these densities will maintain the unique character of Oro Valley while providing additional commercial and employment opportunities.



Special Planning Areas: To further clarify the Oro Valley Land Use Map and to provide clear direction, the following discussion regarding several special planning areas is provided.

Pre-Annexation Agreements: In 1994, the Town of Oro Valley entered into several different pre-annexation agreements with landowners. These agreements ensure the landowners the ability to develop their property in accordance with the agreement in exchange for their annexation into the Town of Oro Valley.

The following pre-annexation agreements have been entered into by the Town of Oro Valley. The General Plan Land Use Map notes these agreements and reflects the agreed-upon general plan land use designations which may differ from the pre-annexation agreement designations.

- A. Palisades Ranch Master Plan/The Capri Company
Approximately 301 acres
Location: East of First Avenue and South of Tangerine
Designation: PAD
Expiration Date: November 1999
General Plan Designation: LDR 1.2 & R-LDR
- B. River's Edge Property/Melcor Developments, Arizona, Inc.
Approximately 283 acres
Location: Naranja Road on the north, Avenida Vallejo on the east, and the Canada del Oro Wash on the southeast.
Designation: PAD
Expiration Date: October 2004
General Plan Designation: LDR 1.2 and MDR
- C. Mastro Parcel
Approximately 12.5 acres
Location: South of Lambert Lane and the Canada del Oro Wash.
Designation: PAD with TZ-5 underlying
Expiration Date: November 1999
General Plan Designation: LDR 1.2
- D. The Hudson-Davis Property
Approximately 8.5 acres
Location: Abuts the Mastro Parcel to the west and to the south lies a fairway of the Oro Valley Country Club.
Designation: Multi-Family Residential (Maximum of 17 RAC)
Expiration Date: December 1999
General Plan Designation: LDR 1.2
- Timen Property
Approximately 27.5 acres
Location: South of the Canada del Oro Wash along First Avenue alignment and north of the Rockridge Apartment site.
Designation: Neighborhood Commercial
Expiration Date: May 2000
General Plan Designation: Neighborhood Commercial



- E. New World Homes
Approximately 20 acres
Location: Southside of Tangerine Road approximately 1 mile east of LaCanada.
Designation: Commercial
Expiration Date: October 2004
General Plan Designation: MDR

Governor's Preserve Initiative: In 1995, Governor Symington appointed a Governor's Preserve Initiative Task Force to study state trust lands across Arizona to determine which lands should be designated as preservation areas and to determine how to implement the initiative. A large portion of the northern Oro Valley Planning Area is included in the Initiative Study Area. The Oro Valley General Plan recognizes this study area and encourages the Governor to designate it as a preserve area. However, if this area does not become part of the Preserve Initiative then the land use designation for this area is rural-low density residential (0 - 0.3 DU/acre), because of its sensitive Sonoran Desert environment and terrain. In addition, development around Tortolita Park is limited to a minimum of one house per five acres.

LaCholla Airpark: The LaCholla Airpark is a privately owned airport. The airpark is important to the regional aviation system because it accommodates 140 based aircraft. Existing development and land ownership limit the feasibility of further development or future expansion. While LaCholla Airpark cannot be expanded, the airport should be preserved, maintained, and protected as an important aviation resource. The Oro Valley General Plan Land Use Map recognizes the importance of the Airpark and designates it as a special planning area.

Land Use Element Policies: Following are the Land Use Element Policies that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

- Goal 1.1:** *Preserve Oro Valley's natural Sonoran Desert environment and scenic resources which are an important part of the community's quality of life.*
- Policy 1.1A: The Town plans to guide, rather than react to, future development and population growth.
- Policy 1.1B: Promote clustering (average density) developments to protect environmentally sensitive areas. Clustering is a development design technique that permits a reduction in lot area and bulk requirements, provided there is no increase in the number of lots, and the remaining land area is devoted to open space. In large-lot or multi-family developments, clustering may also be accomplished by placing building pads close to each other as mechanisms are in place to protect remaining open space.
- Policy 1.1C: Clusters should be encouraged for the preservation of significant, passive use, natural open space within residential neighborhoods. The integration of natural open space within clustered developments should promote openness within the housing development.
- Policy 1.1D: The Hillside Development Overlay Zone (HDZ) grading and development standards shall be considered at the time of rezoning and shall supersede when a conflict exists between the land use map and the HDZ standards.
- Policy 1.1E: View protection shall be an essential aspect of Oro Valley's community design review and project approval.



- Policy 1.1F: Where possible, permanent protection of scenic vistas is to be encouraged, especially from the Oracle Road Scenic Corridor.
- Policy 1.1G: Large master planned communities should use fencing compatible with wildlife movement in sensitive areas.
- Policy 1.1H: Slopes 15% and greater shall be evaluated for development compatibility, safety, and preservation as natural open space.
- Policy 1.1I: Oro Valley shall encourage the use of building envelopes in master planned communities, which encourages natural buffers between housing units. Building envelopes designate the specific area that can be disturbed in any way during or following construction. The area outside the building envelope must be maintained in a natural state.
- Policy 1.1J: Preserve, protect, and enhance the visual qualities of the Town and surrounding areas by closely regulating new development in the Catalina and Tortolita foothills and visually significant areas and closely monitoring or reacting quickly to development plans of neighboring communities, and county, state, and federal agencies.
- Policy 1.1K: Consider development impacts on natural rolling terrain and emphasize low-density developments in these areas.
- Goal 1.2:** *Promote a compatible mix of land uses throughout the Oro Valley Planning Area.*
- Policy 1.2A: Encourage the location of residential neighborhoods close to activity centers to minimize travel times.
- Policy 1.2B: Piecemeal development is discouraged and master planning that looks comprehensively at an area is encouraged.
- Policy 1.2C: Utilize site analysis in determining appropriateness of development proposals for specific sites.
- Require detailed site analysis for plan submittals.
 - Site analysis information shall be used as a criterion in deciding the approval or denial of land use proposals.
 - Site tours or inspections will be performed by the Planning Commission and Design Review Board when appropriate.
- Policy 1.2D: Institute complementary zoning near open space, parks, washes, trails, trailheads, schools, and recreation areas to provide adequate buffer.
- Policy 1.2E: Encourage development proposals that replace zoning that is incompatible with the uses designated on the General Plan, particularly those proposals that reduce overall density.
- Policy 1.2F: Locate higher density land uses and transportation-dependent uses near major transportation corridors.
- Policy 1.2G: Commercial uses should seek to locate near new population centers rather than adding intensity to or extending current retail sites.



- Policy 1.2H: Strip commercial developments are discouraged and clustering of commercial developments at specific nodes or villages that are planned with strict aesthetic and design guidelines are encouraged. Free-standing pads are discouraged, except when expressly permitted in relation to overall gross leasable area and center design.
- Policy 1.2I: The Town of Oro Valley, Airpark, and County should work together to adopt off-airport land use compatibility controls to protect the facility.
- Goal 1.3: *To promote joint land use planning and the shared use of facilities.***
- Policy 1.3A: Strengthen the existing partnership between the Town and the school districts.
- Policy 1.3B: Encourage more joint planning between the Town and school districts.
- Policy 1.3C: Share use of municipal and educational facilities where feasible.
- Policy 1.3D: An evaluation of the adequacy of school facilities shall be developed as a finding for all residential land use requests before the Planning and Zoning Commission at the time of rezoning.
- Policy 1.3E: One elementary school site of at least 10 acres should be reserved within developments for every 500 elementary school level students forecasted to live within the development.
- Policy 1.3F: Park/school combination site dedications are encouraged.
- Policy 1.3G: Develop regulatory policies for implementation at the time of rezoning and development review that to ensure that school planning issues, such as student safety and access, are considered.
- Policy 1.3H: Working directly with school districts during the development of school sites to ensure that portions of school sites are available for joint use as parks or park-like settings.
- Policy 1.3I: Ensure safe bike/pedestrian access to school sites from open space, parks, and neighborhoods.
- Policy 1.3J: Work with other jurisdictions to encourage compatible, high-quality development in potential annexation areas.
- Goal 1.4: *Through proper land use planning, the Town shall ensure that new development does not financially burden existing residents.***
- Policy 1.4A: The long-term fiscal impacts to the Town and its taxpayers relating to proposed new developments shall be evaluated as a criterion in deciding the approval or denial of land use rezoning proposals.

4.1.5 Strategic Implementation

The Strategic Implementation section for the Land Use Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.1.5-1, Land Use Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.



The Strategic Implementation Program is presented under the following headings:

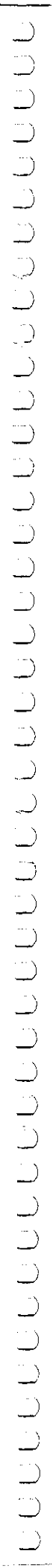
- Action** Provides a brief description of the action strategy necessary to address vision, goals, and policies.
- Timeframe** Designates a target timeframe for the strategy to be addressed within.
- Responsibility** Identifies a responsible party for initiating or overseeing that the strategy is accomplished.

Table 4.1.5-1: Land Use Strategic Implementation Program

| Action | Time Frame | | | Responsibility |
|--|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Adopt Focus 2020: Oro Valley General Plan Update in accordance with ARS 9-461.05. | X | | | Commission; Town Council |
| Review and revise the Zoning Ordinance to comply with updated General Plan policies. | X | | | Planning Staff; Commission; Town Council |
| Review and revise Subdivision Regulations to comply with updated General Plan policies. | X | | | Planning Staff; Commission; Town Council |
| Specific area plans will be developed that further define the character of the area. First Year - Tangerine Corridor; 1-3 Years - Lambert Lane/Canada Hills; 1-3 Years - Town Central; 3-5 Years - Coronado Foothills. | | X | X | Planning Staff; Sector Boards; Commission; Town Council |
| Develop a policy regarding buffering of new development and incompatible uses. | | X | | Planning Staff; Commission; Town Council |
| Establish strong working relationships with entities such as Marana, Pima County, Pinal County, Catalina Village, ASLD, PAG, etc. within the Planning Area to ensure coordination on planning issues of mutual concern. | X | X | X | Planning and Zoning Dir.; Town Manager; Planning & Zoning Commission |
| Develop an ordinance to address zoning that is not in compliance with Focus 2020: Oro Valley General Plan . | X | | | Planning Staff; Planning & Zoning Commission |
| Bi-annually conduct a Future Search Conference to bring the citizens of Oro Valley together to discuss growth and development issues. | | X | | Planning Staff; Town Manager; Town Council |
| Develop a "building envelop" policy that encourages the preservation of the natural environment by identifying where land may be disturbed. | X | | | Planning Staff; Commission; Town Council |
| Develop, adopt, and enforce a rural preservation ordinance with specific guidelines for the preservation of the rural lifestyle in critical areas within the Planning Area. | X | | | Planning Staff; Town Council |



| | | |
|--|-------|---|
| Lobby the Governor's Office to establish as an Environmental Preserve the State Land in the northern portion of the Planning Area designated as a Preserve Initiative Study Area. | X | Town Manager; Town Council; Chamber of Commerce; Parks & Recreation Adv. Board |
| Jointly develop and adopt off-airport land use compatibility controls to protect LaCholla Airpark. | X | Planning Staff; Pima County; LaCholla Airpark |
| Work closely with local school districts to ensure that adequate planning for school facilities occurs and joint-use facilities are developed. | X X X | Town Manager; Planning Director; School Districts; Arts Board; Chamber of Commerce; Parks & Recreation Adv. Board |
| Develop a residential cluster program that targets specific environmentally sensitive areas for density transfer to occur. | X | Planning Staff |
| Develop an Oro Valley policy outline for builders and developers to assist them in planning their projects so as to achieve both their and the community's desired outcomes. The General Plan's salient points are to be used in drafting the outline. | X | Planning Staff |
| Participate directly in the comprehensive planning efforts of the County and the Town of Marana to develop and adopt a coincident set of strategies to address various regional issues and integrate the various plans. | X | Planning Staff |





4.2 Circulation/Transportation Element

4.2.1 Circulation/Transportation Statement

Oro Valley's transportation system, as well as the transportation system for the study area as a whole, must provide residents and visitors with safe, convenient and efficient mobility. With scarce financial resources, the transportation system must also be cost-effective in order to successfully compete for limited local, state and federal funds.

Reduction in traffic volumes and vehicle miles travelled is a desirable goal both to reduce traffic congestion and maintain air quality standards. Development of a transportation network which promotes alternative modes of transportation (e.g., transit) and trip reduction programs (e.g., telecommuting and ridesharing), and the adoption of a land-use policy that links trip origins to nearby destinations are proven methodologies which can achieve this goal.

The current and future demand for movement of goods and services must be accommodated in a manner that meets the needs of business while preserving Oro Valley's neighborhoods and the Sonoran Desert environment.

4.2.2 Existing Conditions

Roadway Network

Oracle Road (State Route 77) is the primary connection between Oro Valley and the rest of the Tucson metropolitan area (see Figure 4.1). This state highway is maintained by the Arizona Department of Transportation (ADOT), and has six through lanes of capacity south of Calle Concordia, and four lanes north of that. Any potential increase in capacity for this roadway is limited by the development of numerous traffic generators taking access directly from the highway. Oracle Road carries traffic from Catalina, Oracle Junction and other locations north of Oro Valley.

Tangerine Road, a two-lane road running west from Oracle Road to I-10 is also a designated state highway (SR 989). ADOT, Oro Valley, Marana and Pima County share maintenance responsibility for this road.

Ina Road is a major east-west corridor and carries the highest traffic volume in the study area. La Canada Drive and La Cholla Boulevard are other important north-south connections between Oro Valley and Tucson.

The nearest freeway to Oro Valley is I-10, which runs from northwest to southeast, and is located several miles west of the study area. Because of its orientation and proximity to Oro Valley, it does not serve many Oro Valley trips, except for long distance, intercity traffic.

Traffic Volumes and Level of Service

Figure 4.2 presents estimates of 1994 average daily traffic volumes as provided by the Pima Association of Governments (PAG), the metropolitan planning organization whose members include Oro Valley, Tucson, South Tucson, Marana, Pima County and Sahuarita.

Traffic conditions are often expressed in terms of "level of service". Level of Service (LOS) ranges from A to F, with A being the best and F being the worst. For urban and suburban arterials, these levels of service are defined in general terms as follows (from *Highway Capacity Manual*, 1994 Update, Special Report 209 of the Transportation Research Board, Page 11-4):



LOS A describes primarily free-flow operations at average travel speeds, usually about 90 percent of the free-flow speed for the arterial classification. Vehicles are completely unimpeded in their ability to maneuver within the traffic stream. Stopped delay at signalized intersections is minimal.

LOS B represents reasonably unimpeded operations at average travel speeds, usually about 70 percent of the free-flow speed for the arterial classification. The ability to maneuver within the traffic stream is only slightly restricted and stopped delays are not bothersome. Drivers are not generally subjected to appreciable tension.

LOS C represents stable operations; however, ability to maneuver and change lanes in midblock locations may be more restricted than at LOS B, and longer queues, adverse signal coordination, or both may contribute to lower average travel speeds of about 50 percent of the average free-flow speed for the arterial classification. Motorists will experience appreciable tension while driving.

LOS D borders on a range in which small increases in flow may cause substantial increases in delay and hence decreases in arterial speed. LOS D may be due to adverse signal progression, inappropriate signal timing, high volumes, or some combination of these factors. Average travel speeds are about 40 percent of free-flow speeds.

LOS E is characterized by significant delays and average travel speeds of one-third the free-flow speed or less. Such operations are caused by some combination of adverse progression, high signal density, high volumes, extensive delays at critical intersections, and inappropriate signal timing.

LOS F characterizes arterial flow at extremely low speeds below one-third to one-fourth of the free-flow speed. Intersection congestion is likely at critical signalized locations, with high delays and extensive queuing. Adverse progression is frequently a contributor to this condition.

Although there are many factors used to determine the level of service of each specific street, a rough average "service flow rate" can be estimated for suburban roadways. The service flow rate is the maximum rate at which vehicles can reasonably be expected to traverse a section of roadway while maintaining a designated level of service. Table 4.2-1 indicates an average service flow rate for various levels of service and types of roadway facilities. These values can be used to estimate the existing level of service for roadways within the study area. An individual street or intersection may be expected to vary considerably from these levels. Traffic on higher classification streets is usually more evenly spread throughout the day, so the vehicles per day per lane increases.

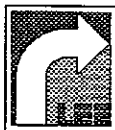
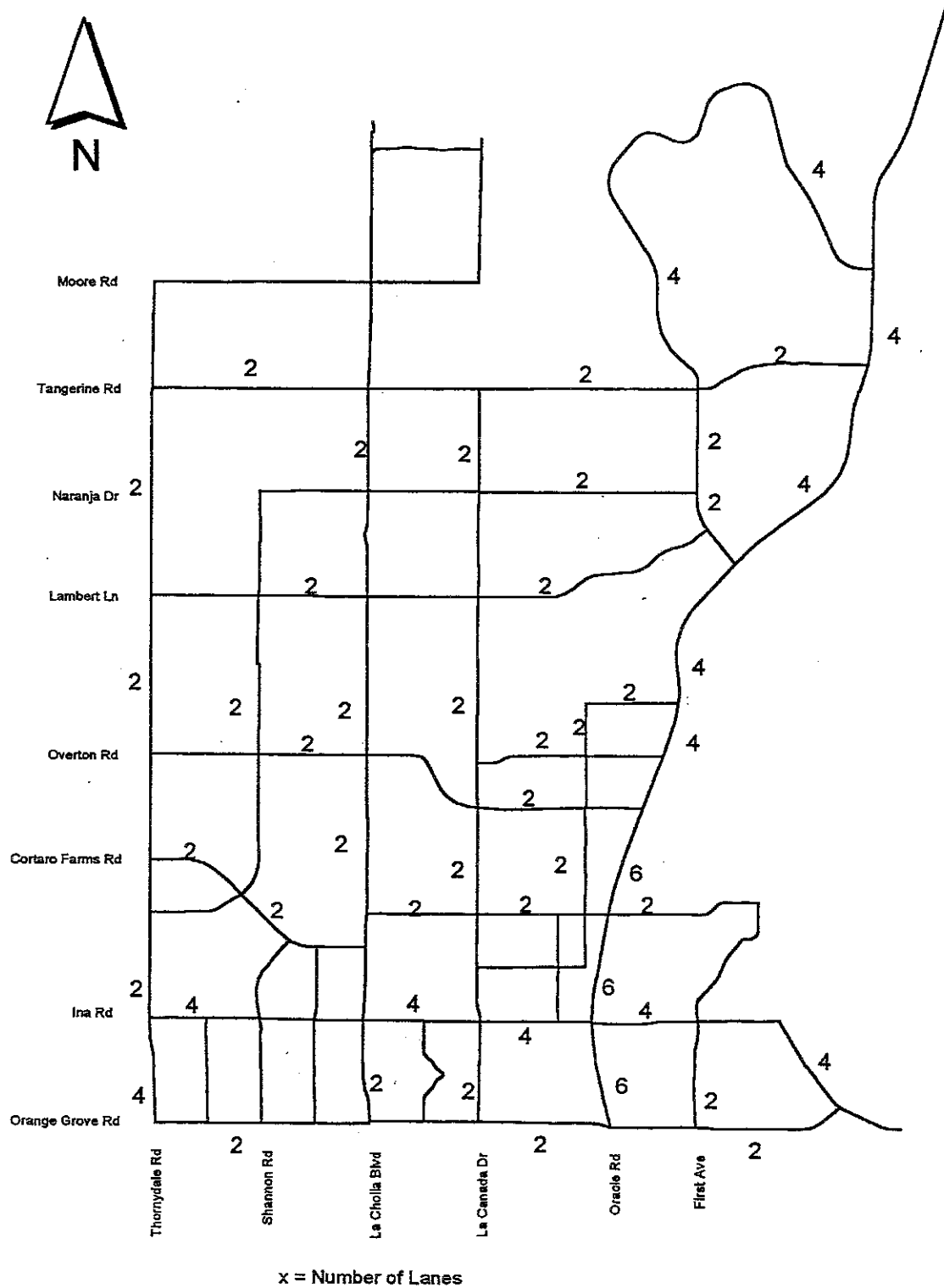
Table 4.2-1: Average Service Flow Rates for Various Levels of Service for Two-Way Arterials (in vehicles per day)

| LANES | LOS A | LOS B | LOS C | LOS D | LOS E |
|-------------|--------|--------|--------|--------|--------|
| 2-undivided | 9,000 | 13,700 | 14,500 | 15,300 | 16,100 |
| 4-divided | 20,000 | 29,700 | 31,000 | 32,500 | 34,000 |
| 6-divided | 30,600 | 45,100 | 46,700 | 48,900 | 51,200 |

Source: PAG Mobility Management Plan, 1993



Figure 4.1



LEE ENGINEERING

Figure 4.1
Roadway Network
Existing Conditions



Figure 4.2

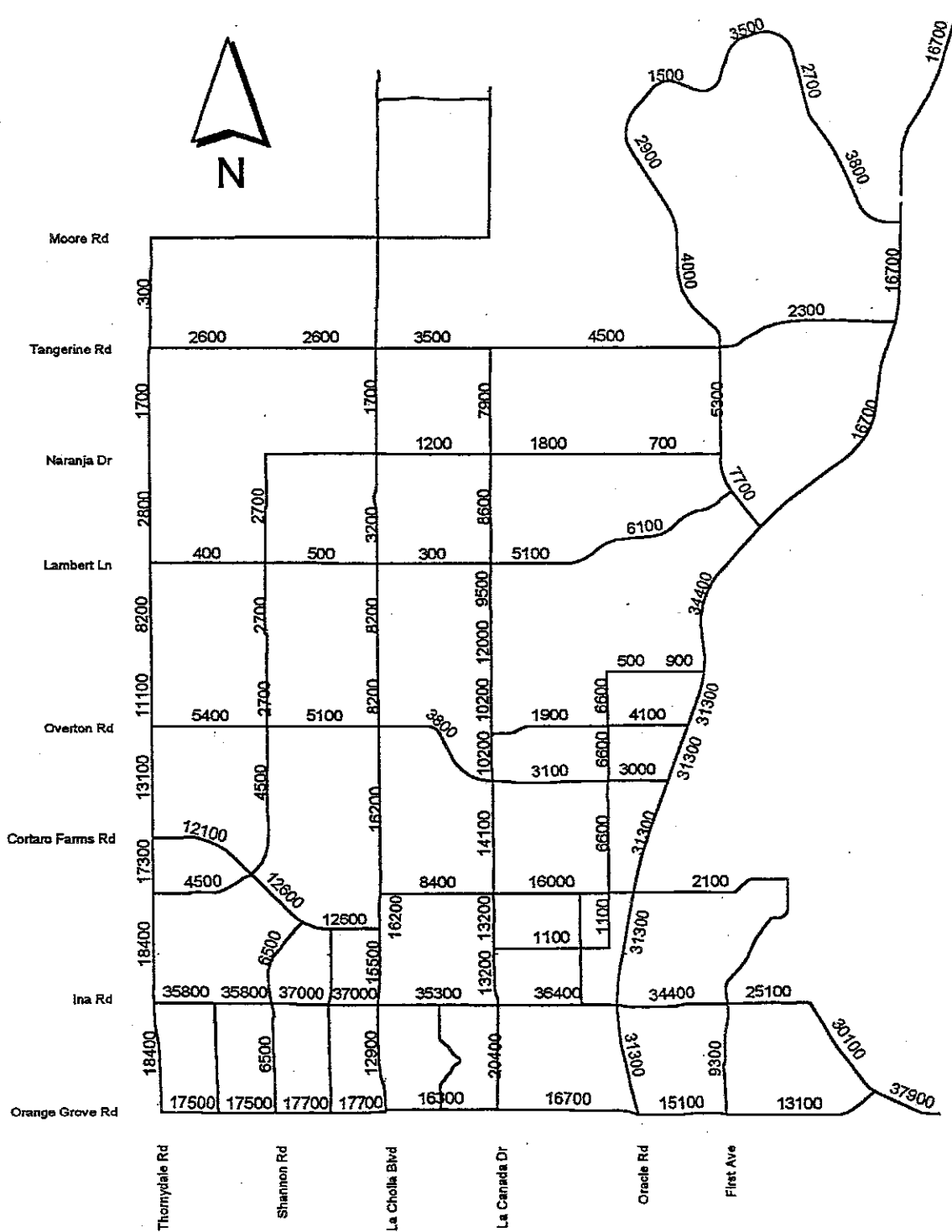


Figure 4.2
1994 Average Daily Traffic



Comparisons can be made between the levels of service presented in Table 4.2-1 and the roadway network and the average daily traffic volumes presented in Figures 4.1 and 4.2, respectively. As can be seen, most roadways in the study area operate at LOS C or better.

Oro Valley's roadway network has kept up with the pace of growth through the implementation of street design standards for new development, the passage of a development impact fee ordinance, and receipt of state and federal funding for roadway improvements. With few exceptions (generally along the Oracle Road corridor at unsignalized intersections), most roadways function at or above the level of service standard adopted by the Town Council (i.e., level of service D). Oro Valley is the first jurisdiction in southern Arizona to adopt a development impact fee ordinance. This fee provides funding for capacity improvements necessary to meet the demand of new growth. Oro Valley has also successfully competed against other regional agencies and received funds and established funding commitments from state and federal sources for such projects as the reconstruction of Calle Concordia, the widening of La Canada Drive, and the reconstruction of Tangerine Road.

Outside of Oro Valley, yet within the study area, some roadways have not kept pace with growth; most notably, Ina Road, Orange Grove, and portions of Thornydale Road. Pima County recently adopted a development impact fee in an attempt to fund the growth-related demand.

Street Design Standards

Most major roads in the study area are two lanes and built to rural standards. The exceptions are Oracle Road, Rancho Vistoso Boulevard, Ina Road, and portions of La Canada Drive and Thornydale Road. Many of the major roads cross washes at dip sections.

In 1992, the Town of Oro Valley adopted the Subdivision Street Standards. This document established roadway design standards and street cross-sections similar to Pima County standards. Since the adoption of these standards, new roadways have been constructed in accordance with the subdivision street standards.

Roadway Pavement Quality

In addition to new roadway construction, pavement preservation is a key element in 1) protecting the valuable infrastructure owned by the town and 2) qualifying for federal funding for roadway improvements. The Town of Oro Valley has maintained a pavement management system over the past four years. Findings from this program have shown that most of the streets within Oro Valley are rated very good to excellent as a result of an annual pavement maintenance program. Many of the collectors and arterials, however, have portions that are rated poor, fair and good. These street segments are slated for repair within one to five years and the planned improvements have dedicated funding either through impact fees or local, state or federal funding commitments.

Alternative Modes of Transportation

Several bike facilities exist within the study area (see Figure 4.3). Most of these facilities are Class 2 bike facilities (bike facility adjacent to vehicle travel lanes). Adopted street standards require multi-purpose lanes to be designed in conjunction with all new roadway facilities having a right of way of 150 feet or greater.

Transit service is limited in the study area (see Figure 4.4). The only transit route to service Oro Valley is the express route along Oracle Road to Allied Signal, just north of First Avenue. The Town of Oro Valley is currently developing a town-owned para-transit service. This service is anticipated to begin in the summer of 1996.



4.2.2a Future Conditions

Any future transportation system must be consistent with the stated goals of the Town of Oro Valley. As stated in section 4.2.1, the transportation system must:

- provide residents and visitors with safe, convenient and efficient mobility
- be cost efficient
- reduce traffic volumes and vehicle miles travelled
 - promote alternative modes of transportation
 - support trip reduction programs
 - link trip origins to nearby destinations
 - be consistent with air quality standards
- provide efficient means of goods/services movement
- preserve neighborhoods
- preserve the Sonoran Desert environment

A Federal Functional Classification Map (see Figure 4.5) has been adopted by the members of the Pima Association of Governments; of which Oro Valley is a member. This functional classification map is a funding tool and corresponds to the roadways eligible for both state and federal funds. Any adopted transportation plan must be consistent with these classifications to remain eligible for these funding sources.

An important planning tool to be developed is a Thoroughfare Map. This map may differ from the Functional Classification Map. The Thoroughfare Map illustrates the proper amount of roadway capacity needed to serve the traffic generated by the desired land use pattern. A traffic model has been developed for the Town of Oro Valley's Public Works Department to study isolated neighborhoods within the Town limits. This traffic model should be expanded to include the adopted land use for the study area in order to develop a Thoroughfare Map.

The Thoroughfare Map should be consistent with the adopted level of service for the Town; which is LOS D. Lower levels of service may be acceptable at isolated locations with the highest travel demand or constricted geometrics. The one output of the traffic model will be identification of the number of miles needed for various classifications of roadways to meet the Town's adopted level of service.

Once a Thoroughfare Map has been developed, networks can be developed for bicycles, pedestrians and transit. These networks along with the Thoroughfare Map will make up the transportation network for the study area.

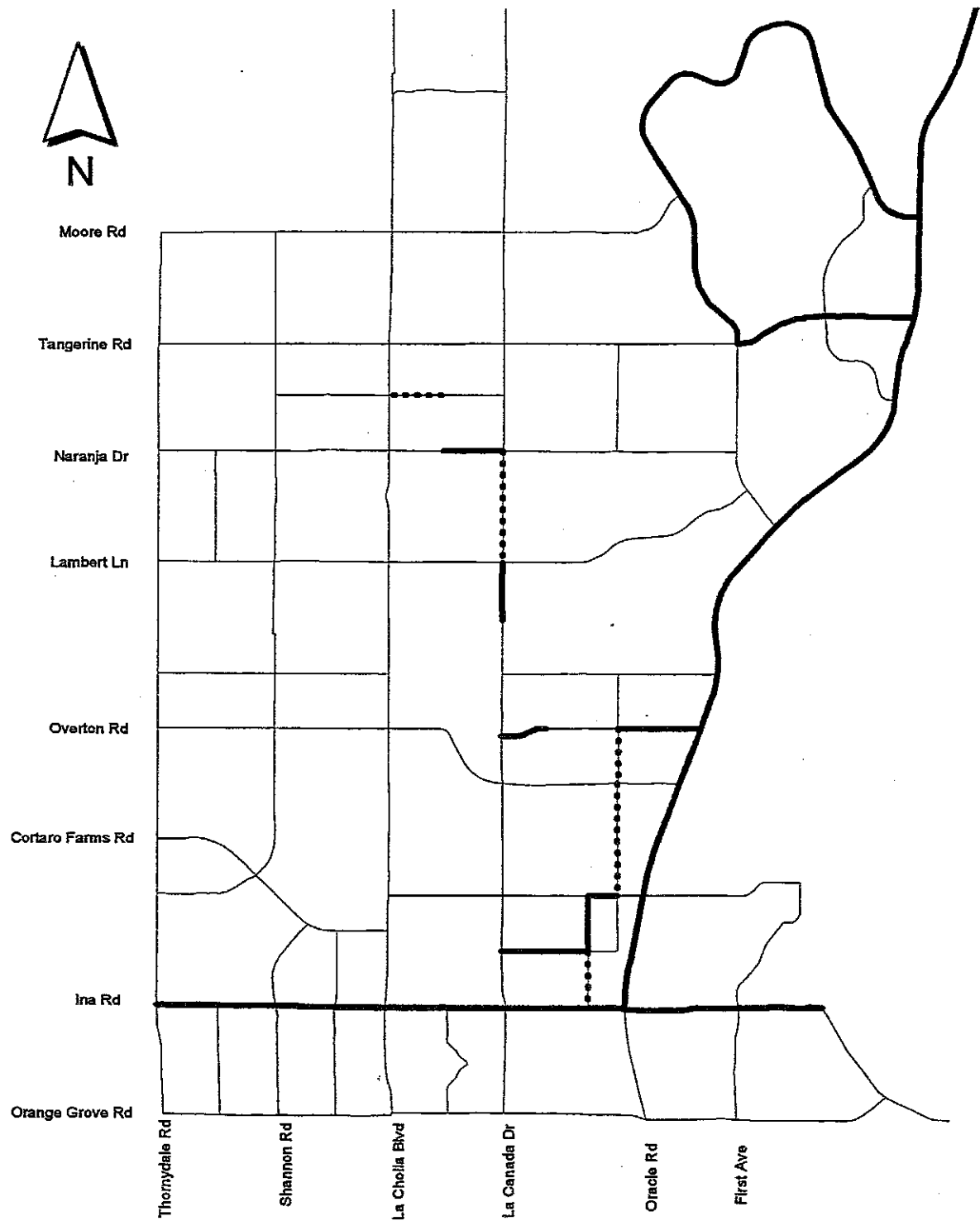
The study area for the General Plan Update includes areas owned and maintained by Pima County, ADOT and Marana. Interjurisdictional cooperation will be needed to effectively implement the adopted transportation network. Such issues as ownership and maintenance of Tangerine Road and Oracle Road will be areas of discussions for all jurisdictions involved.

4.2.3 Issue Identification

- Safety and Drainage Improvements: As stated previously, many of the major roadways in the study area are built to rural standards and cross washes with dip sections. Therefore, a key concern that must be addressed by an adopted transportation system is safety and drainage improvements. While capacity constraints on new growth is an important issue, reconstruction of existing roadways to current design standards is a necessity. The Town of Oro Valley's Public Works Department has begun an accident surveillance program which will identify the 10 highest accident locations in the town and propose safety improvements for these locations. Additionally, a five-year signal installation program based on signal warrant analysis has been proposed as part of the Town's Capital Improvement Program.



Figure 4.3



LEE ENGINEERING



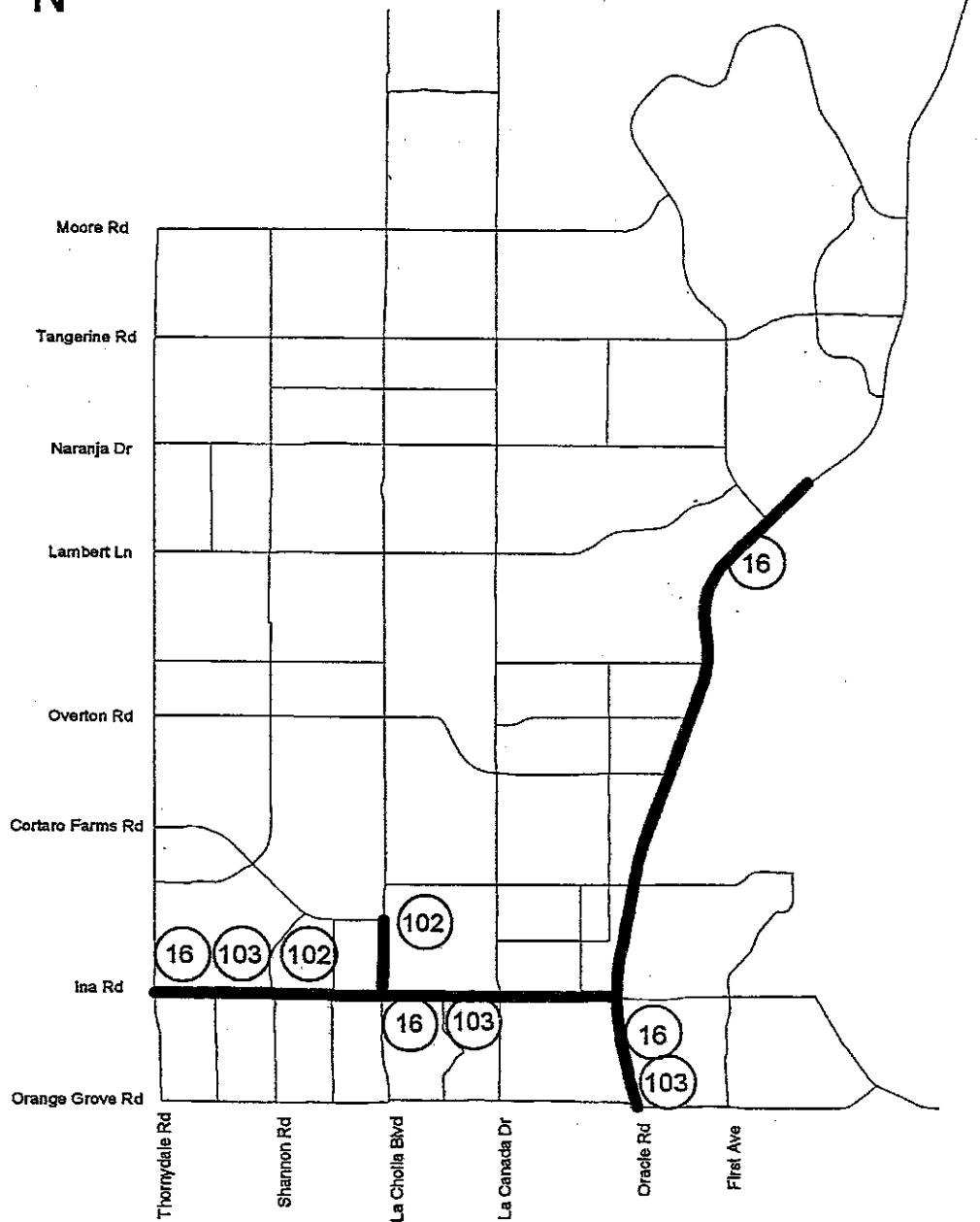
Existing or under construction

Under design

Figure 4.3
Bike Routes
Existing Conditions



Figure 4.4



Transit Routes



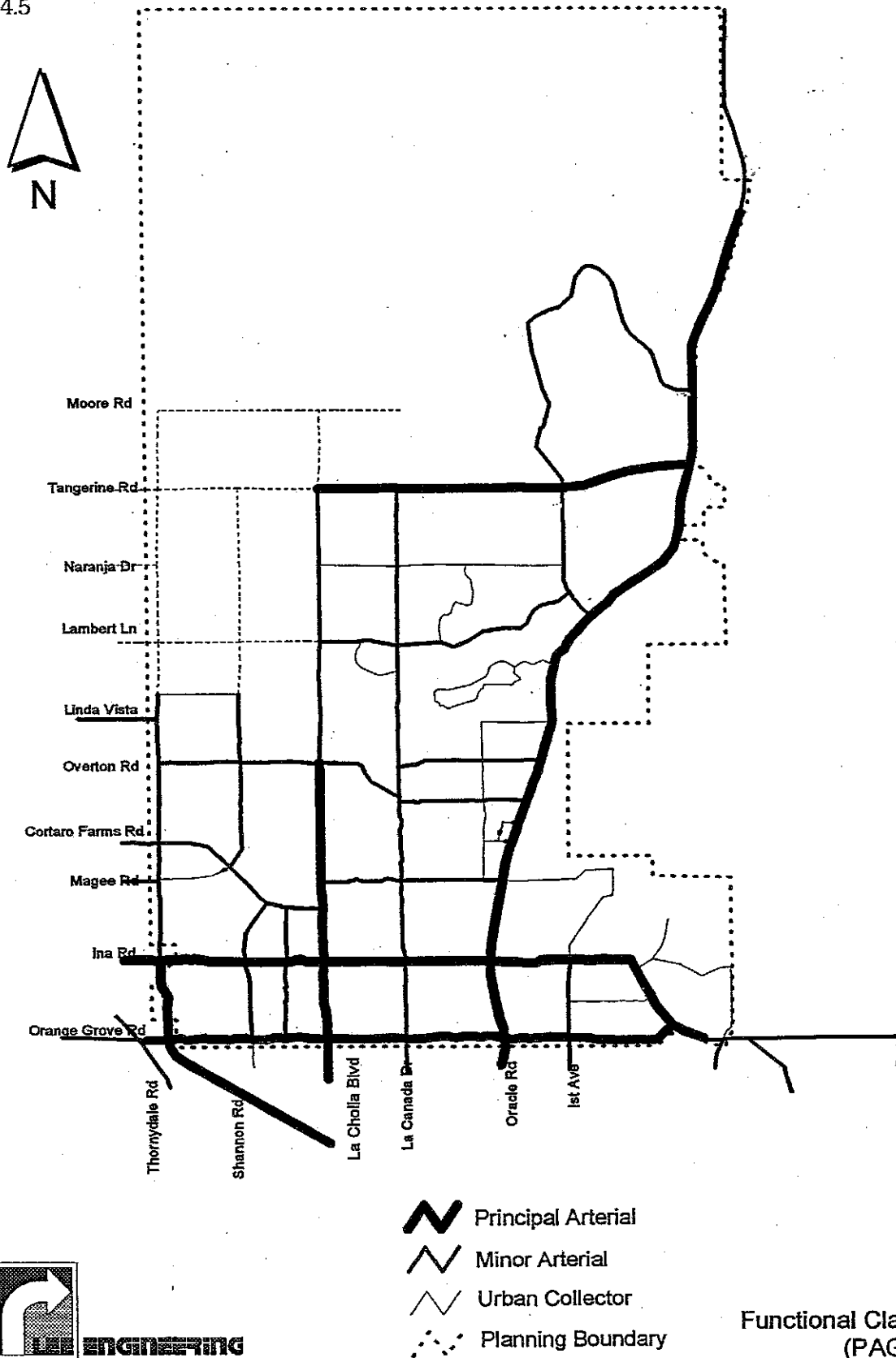
Figure 4.4
Transit Routes
Existing Conditions



- Cost-efficiency: Funding is limited for any proposed transportation system. Currently, PAG, through the Metropolitan Transportation Plan update, is projecting regional transportation needs for the next 20 years in excess of \$8 billion as compared with approximately \$3 billion available from current funding sources. Any adopted transportation plan must include the prioritization of capital improvements to ensure that funds are expended in a manner that provides the most benefit.
- Traffic Volume and Vehicle Miles Travelled (VMT) Reduction: Due to geographic factors, Oro Valley has grown almost exclusively dependent on private motor vehicle transportation. As the community continues growing and traffic volumes increase, this dependence on one mode of transportation conflicts with stated goals to preserve the Soronan environment, maintain air quality, and protect neighborhoods from noise and traffic. Development of alternative modes including public transit, bicycling and walking is one means of reducing traffic volumes and will need greater emphasis. The challenge will be how to improve alternative modes without dedicated funding sources. Development of trip reduction programs is another means of reducing traffic volumes. These programs include such methods as ridesharing and telecommuting. Larger employers (100 or more employees) have a higher success rate with these types of programs. However, trip reduction programs are generally only successful in areas where congestion and long travel times are problems. These conditions provide an inherent incentive for mode shift. Providing links between trip origins and nearby destinations is still another means for VMT reduction and is correlated with the adopted land use.
- Roadway Capacity, Development-related Travel Demand and Soronan Desert Environment Preservation: When growth exceeds roadway network capacity, congestion and increased travel times result. However, overbuilding roadway capacity is expensive. While a system designed to LOS C may be desirable from a vehicle movement standpoint, this transportation network discourages use of alternative modes and destroys the natural environment through construction of pavement and drainage improvements. Additionally, a transportation system designed for increased vehicle mobility, may encourage higher density or faster growth than desired and higher speeds and traffic volumes than desired.
- Neighborhood Preservation: In order to preserve Oro Valley's neighborhoods, a transportation network must be designed to discourage traffic from using local streets as cut-through routes to avoid congestion on arterial streets. Additionally, buffer areas must be provided through the platting process in order to shield neighborhoods from the noise from principal and minor arterials.
- Connections to Tucson: Even though Oro Valley will grow relatively more independent as retail and employment growth follows the rapid residential development over the past years, traffic between Oro Valley and Tucson will continue to increase. Ina Road is only eight miles north of Broadway in downtown Tucson. Oracle Road does not have enough capacity to handle the anticipated future traffic interaction. I-10 is too far west to provide a convenient alternative. Development of alternative north-south routes and public transit will be necessary to avoid severe congestion problems.
- Oracle Road Corridor: Traffic projections for Oracle Road show traffic volumes so high that the road will require upgrading to a limited access expressway. Yet this would deny access to the commercial and employment development existing and projected along Oracle Road. Reconstruction of Oracle Road as a freeway could be inconsistent with neighborhood and environmental goals. The Metropolitan Transportation Plan developed by PAG shows plans to provide grade-separated intersections throughout the Tucson metropolitan region as a means of handling anticipated travel demand. These plans include grade-separated intersections on Oracle Road at both Ina Road and Orange Grove Road. At a cost of approximately \$20 million (in today's dollars), these improvements present a financial challenge to the region.



Figure 4.5





- La Canada Extension from Tangerine Road to Moore Road: A recent transportation study completed for the Town has shown the importance of providing this needed roadway extension. Currently, there are only two exit points from the Rancho Vistoso neighborhood; Rancho Vistoso Boulevard at Tangerine Road and Rancho Vistoso Boulevard at Oracle Road. With the anticipated growth within the Rancho Vistoso neighborhood, an additional north-south connection is needed so that the First Avenue and Oracle Road corridors are not overwhelmed by the anticipated traffic demand. The need for this extension is almost solely driven by new development in the Rancho Vistoso neighborhood. Therefore, the development of an impact fee seems reasonable to pursue as a primary funding source.
- First Avenue Corridor: Even with the extension of La Canada from Tangerine Road to Moore Road, First Avenue is projected to be the most heavily travelled roadway within Oro Valley with the exception of Oracle Road. There are no funding sources identified at this point to pay for the needed improvement to this corridor. A combination of development impact fees and state/federal funding may be possible.
- La Canada Corridor: Engineering design plans are nearing completion for the widening of La Canada from Lambert Lane to Naranja Drive. This widening will provide multi-purpose lanes on both the east and west side of the roadway as well as a sidewalk on the east side. Drainage improvements and a golf cart underpass are also planned for this improvement. A development impact fee ordinance has been passed by the Town. This fee is intended to provide funding, along with Town matching funds, for the widening of La Canada from Hardy Road to Naranja Drive.
- Thornydale Road and La Cholla Boulevard: While outside of Oro Valley town limits, these two north-south corridors are within the study area. Pima County and Marana are currently seeking funding to widen Thornydale Road in response to the growing travel demand created by new development.
- East-West Connections: While recent traffic studies conducted on the behalf of the Town have shown that the predominant travel movement is in a north-south direction, east-west corridors also have need for capacity improvements.
- Tangerine Road Corridor: Tangerine Road connects Oracle Road to I-10. The western portion of the road is maintained by Marana. The longest stretch of roadway is maintained by Pima County. Two miles of the roadway from La Canada Drive to First Avenue is maintained by Oro Valley. ADOT has upgraded the portion of Tangerine Road from First Avenue to Oracle Road and maintains this portion. Tangerine Road is a state highway constructed to rural design standards. Most of the drainage along this corridor is carried through dip sections. At several locations, safe stopping sight distance is not adequate for the posted speed of 45 miles per hour. Federal and state funding commitments have been obtained by Oro Valley for safety and drainage improvements along the two-mile segment within the Town limits. There are ongoing discussions between ADOT, Oro Valley, Marana and Pima County to plan for future expansion needs as well as improvements needed so that ADOT will maintain the full length of this state highway.
- Ina Road and Orange Grove Corridors: Outside of the Oro Valley town limits, yet within the study area, these roadway corridors are experiencing congestion. Pima County and Marana are responsible for maintenance of these corridors and have plans for future expansion.



4.2.4 Circulation/Transportation Plan Policies and Recommendations

Following are the Circulation/Transportation Element Policies and Recommendations that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

Goal 2.1: *To ensure the safe, convenient and efficient vehicular and non-motorized traffic circulation to serve both within and through the community.*

Policy 2.1A: Oro Valley's roadway network shall be developed with the proper amount of capacity to serve traffic generated by the desired land use pattern at the adopted LOS D.

Policy 2.1B: A program to identify and correct existing and potential traffic hazards should be implemented.

Policy 2.1C: The Town should develop and maintain state-of-the-art equipment and procedures for computerized, coordinated signalized intersection control throughout the Town to minimize delay and provide safe control of the intersection.

Policy 2.1D: Build sidewalks, sufficient outside lane width, and provide other specific provisions for safe and convenient use of arterials and collectors by bicyclists and pedestrians.

Policy 2.1E: Bike, vehicle and pedestrian conflicts are to be minimized through appropriate design standards.

Goal 2.2: *Prioritize transportation roadway improvements to provide the greatest benefit to the Town given limited financial resources.*

Policy 2.2A: Use the CIP process to prioritize transportation capital improvements.

Policy 2.2B: Participate in and obtain funding from the PAG/ADOT funding process.

Goal 2.3: *Design a transportation network that promotes the reduction of traffic volumes and vehicle miles travelled.*

Policy 2.3A: Oro Valley should explore and encourage the implementation of public transit services and private shuttle service.

Policy 2.3B: Bike paths should be constructed, where feasible, to separate bike and pedestrian traffic from motorized vehicles in order to provide safe access to schools and parks.

Policy 2.3C: All new or reconstructed collectors and arterials should include sidewalks.

Policy 2.3D: Oro Valley should develop and implement a community open space network with trails.

Policy 2.3E: Adopt land use that links trip origins to nearby destinations.

Policy 2.3F: Work with major employers to promote trip reduction programs.



Goal 2.4: Provide for the efficient means of goods/services movement while preserving Oro Valley's neighborhoods and the Sonoran Desert environment.

- Policy 2.4A:** The Town should maintain a harmonious relationship between urban development and development of the transportation network.
- Policy 2.4B:** Improve air quality by sealing or paving unimproved streets and through the addition of curbing.
- Policy 2.4C:** Major transportation system wash crossings (collector streets and above) should be designed to be hydraulically efficient and environmentally sensitive with minimum disruptions to riparian habitat.
- Policy 2.4D:** View protection should be an essential aspect of Oro Valley's transportation design process. Where possible, permanent protection of scenic vistas is to be encouraged, especially from the Oracle Road scenic corridor. Road construction on slopes should minimize the visual impact of the roadway.
- Policy 2.4E:** Sufficient buffer zones should be adopted for all land developed adjacent to arterials and collectors.

4.2.5 Strategic Implementation

The Strategic Implementation section for the Parks, Recreation, and Open Space Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.6.5-1, Parks, Recreation, and Open Space Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.

The Strategic Implementation Program is presented under the following headings:

| | |
|-----------------------|---|
| Action | Provides a brief description of the action strategy necessary to address vision, goals, and policies. |
| Timeframe | Designates a target timeframe for the strategy to be addressed within. |
| Responsibility | Identifies a responsible party for initiating or overseeing that the strategy is accomplished. |

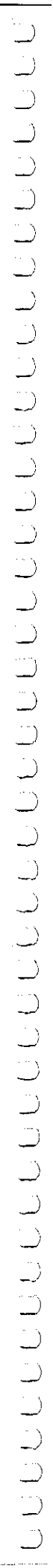


**Table 4.2.5-1: Circulation/Transportation Element
Strategic Implementation**

| Action | Time Frame | | | Responsibility |
|--|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Evaluate, using a traffic model, the functional classification map given the land use adopted in the General Plan Update. Develop a Thoroughfare Map and a revised Functional Classification Map based on traffic model results. | X | | | Town Engineer |
| Using the Thoroughfare Map and the adopted Land Use Map as a guide, develop recommendations for the design of transit, bike and pedestrian networks. These networks should be coordinated with the Thoroughfare Map to minimize conflicts. | X | | | Town Engineer Town Council Planning Dept. Parks Admin. |
| Develop planning cost figures and identify potential funding sources for the proposed transportation network (i.e., Thoroughfare Map, Bike Route Network, Transit Map and Pedestrian Network). | X | | | Town Engineer |
| Prioritize capital improvements necessary for implementation of the transportation network. | X | | | Town Engineer CIP Committee Town Council |
| Adopt a revised Transportation Element of the General Plan. | X | | | Town Engineer P & Z Commission Town Council |
| Coordinate with PAG for regional adoption of the locally adopted transportation network into the Metropolitan Transportation Plan. | X | | | Town Engineer Town Manager Mayor |
| Coordinate with PAG for adoption of revised Functional Classification Map. | | X | | Town Engineer Town Manager Mayor |
| Annually update the CIP to include street and circulation improvements to implement the General Plan Transportation Element. | X | X | X | Town Engineer CIP Committee Town Council |
| Develop methodologies for preserving neighborhoods through the reduction of cut-through traffic. | X | | | Town Engineer |
| Implement the Bicycle and Trail System outlined in the Parks, Open Space and Trails Master Plan. | X | X | X | Town Engineer Planning Staff Parks Admin. |
| Coordinate street improvements with drainage and flood control needs. | X | X | X | Town Engineer |
| Maintain a townwide traffic volume count program to serve as a basis for future planning. | X | X | X | Town Engineer |
| Evaluate continuation and expansion of town-owned transit system. | | X | X | Town Engineer Town Manager Town Council Chamber of Comm. |



| | | | | |
|---|---|---|---|--|
| Maintain a traffic safety program to identify and program projects for traffic safety improvements. | X | X | X | Town Engineer Police Dept. Fire Dept. |
| Maintain pavement preservation program. | X | X | X | Town Engineer |
| Establish Access Control Guidelines for arterial streets | | X | | Town Engineer Chamber of Comm. Econ. Dev. Admin. Planning Staff |
| Require full Transportation Impact Study for all development that is not consistent with adopted General Plan Land Use. | X | X | X | Town Engineer |





4.3 Economic Development Element

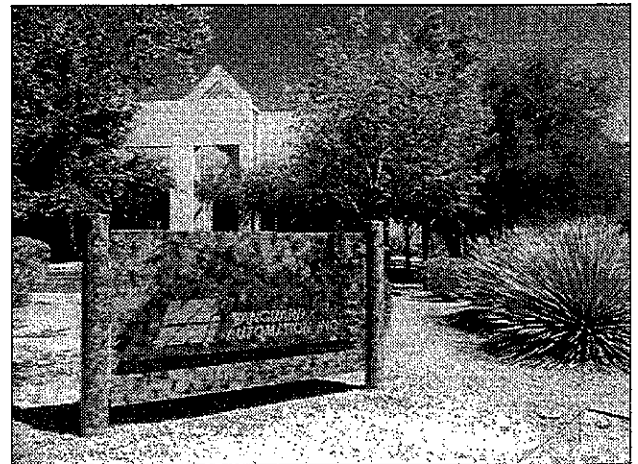
The State of Arizona Strategic Plan for Economic Development describes economic development as an activity that raises the standard of living for people, creates employment opportunities for individuals, and growth opportunities for enterprises, and increases quality of life through and by business, government, and the community. According to the American Economic Development Council, economic development is defined as “The process of creating wealth through the mobilization of human, financial, capital, physical, and natural resources to generate marketable goods and services.” When thinking about economic development in Oro Valley, one must add the need to ensure the protection of the Sonoran Desert environment, long-term community sustainability, and financial stability, all of which are core community goals. Therefore, when developing economic development strategies, these core goals are fundamental to the discussion, and not necessarily incompatible with, economic development.

To ensure a strong local economy, two types of business activity must be present: basic and non-basic.

Basic — represents an activity that brings new money into the local economy. Tourism and manufacturing are basic business activities.

Non-basic — represents an activity that recirculates money that is already in the community. Retail trade among the residents is a non-basic business activity.

In order to raise the level of community wealth in Oro Valley, new dollars must come into the community through basic business activities and circulate within the community through non-basic business activities. Oro Valley lacks a strong non-basic business base. Therefore, the dollar is unable to circulate within the community, which causes it to leave the community and be spent elsewhere. This is defined as “leakage”. It is simply not enough for a community to state what kinds of businesses they want without analyzing the capacity for development and financial needs. The Economic Development Element analyzes the existing economic base and presents strategies for the Town to address critical economic issues.



4.3.1 Economic Development Statement

Oro Valley's economic future is interwoven with its distinctive community character based on a residential/resort image and its proximity to the Pusch Ridge Wilderness, Coronado National Forest, and Catalina State Park. Diversification in the local revenue base, encouraged through additions to employment and shopping opportunities, is desirable. However, any new development must be consistent with the community's vision for the future and values.



4.3.2 Existing Conditions

The purpose of the Economic Development Existing Conditions Section is to provide an overview of the Economic Base of the Oro Valley Planning Area. The Economic Base Analysis is intended to provide:

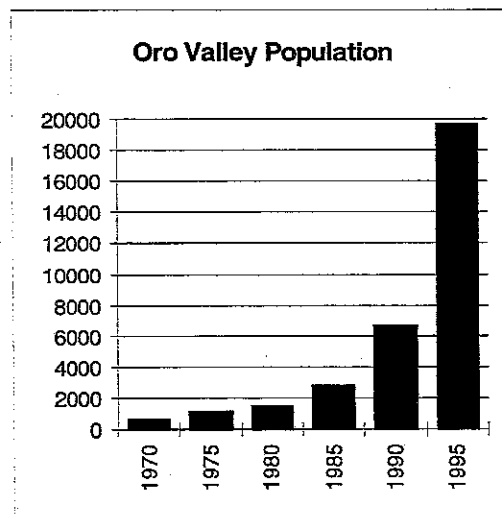
- ✓ A socio-economic profile of the Planning Area.
- ✓ A discussion of the business mix and climate.
- ✓ An overview of the Town of Oro Valley's financial condition.

A. Socio-Economic Profile

Since its incorporation in 1974, the Town of Oro Valley has experienced tremendous growth. As illustrated in Chart 4.3-1, from 1980 to 1990, Oro Valley's population grew by nearly 350 percent and this trend continues. From 1990 to 1995, population growth remained at a brisk 198 percent.



Chart 4.3-1



Source: U.S. Census, U.S. Special Census



As illustrated in Table 4.3-2, Oro Valley's growth from 1990 to 1995 represented a 198 percent increase compared to Marana's 136 percent increase. Tucson's population grew 8.6 percent between 1990 and 1994.

Table 4.3-2: Population Comparison

| Year | Oro Valley | Marana | Tucson |
|------|------------|--------|---------|
| 1980 | 1,489 | 1,674 | 330,537 |
| 1990 | 6,670 | 2,187 | 405,390 |
| 1994 | 11,945 | 3,570 | 440,335 |
| 1995 | 19,657 | 5,152 | 445,299 |

Source: U.S. Census, Special Census

During the 1980's, Oro Valley added almost three-and-one-half residents for every person who lived in the Town on Census Day, April 1, 1980. In spite of the growth, the proportion of working-age residents has stayed about the same, at about six out of ten residents. For both census counts, Oro Valley's working-age population was within two percentage points of the statewide average.

The other relatively stable age group was preschool children, accounting for about one out of twenty residents in both years. Oro Valley's preschool population has remained about three percentage points below the county and state averages.

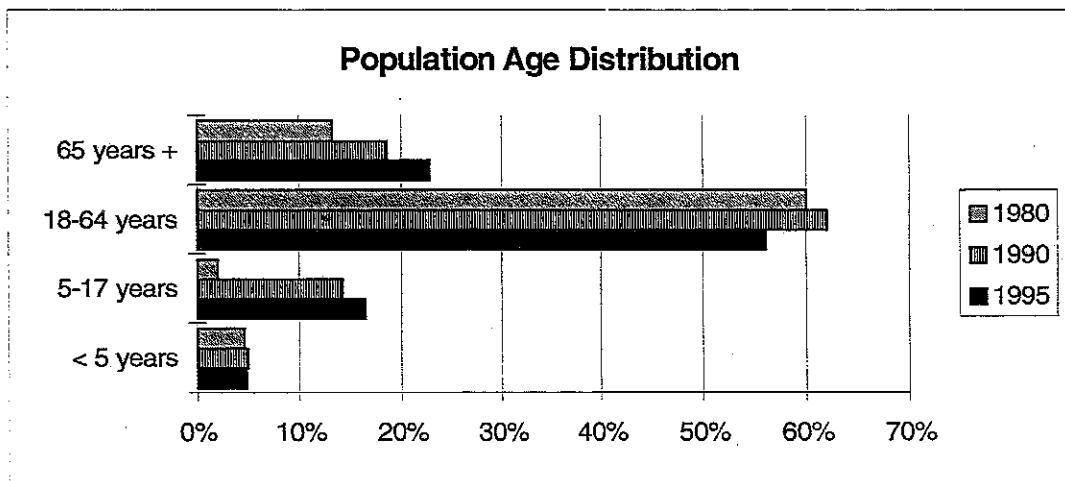


Table 4.3-3: Population Age Distribution

| Age Group | Oro Valley | | Planning Area | Pima Cty | | Arizona | |
|--------------------|------------|-------|---------------|----------|-------|---------|-------|
| | 1980 | 1990 | 1990 | 1980 | 1990 | 1980 | 1990 |
| Less than 5 years | 4.7% | 5.0% | 6.7% | 7.2% | 7.5% | 7.9% | 8.0% |
| 5-17 years | 2.0% | 14.3% | 19.8% | 19.7% | 17.4% | 21.2% | 18.8% |
| 18-64 years | 60.1% | 62.1% | 60.6% | 61.4% | 61.4% | 59.6% | 60.1% |
| 65 years and older | 13.2% | 18.6% | 12.9% | 11.7% | 13.7% | 11.3% | 13.1% |

Source: 1990 U.S. Census

Chart 4.3-3



Source: U.S. Census



The two age groups showing the greatest change in proportion are school-age children and retirement-age residents. School-age children dropped from being more than one in five to about one in seven. Oro Valley's retirement-age group increased its proportion about 40 percent during the decade, although the proportion over the whole Planning Area is close to the county and state proportions.

These moderate shifts in group proportions are reflected in the median-age statistic (the age at which half the population is older and half is younger). Oro Valley's median age rose 2.4 years, from 39.8 years in 1980 to 42.2 years in 1990. The Town's median age remains 10 years older than the statewide average (29.2 years in 1980; 32.2 years in 1990).

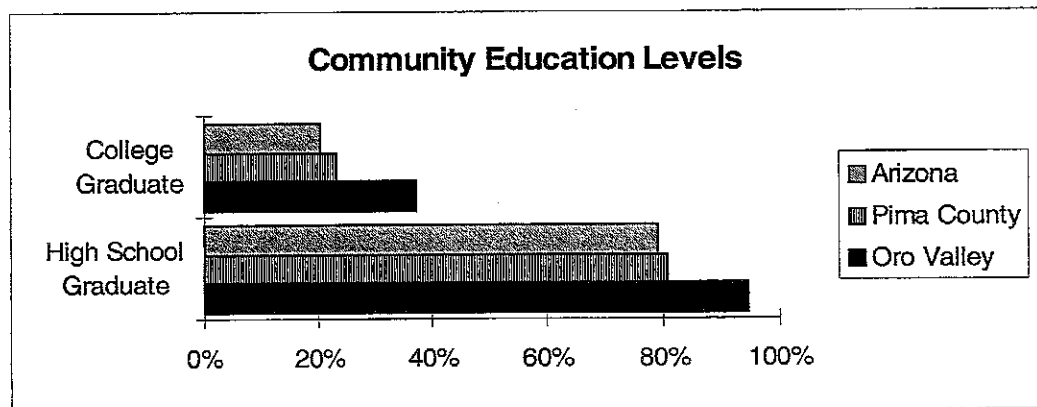
Oro Valley residents tend to be better educated than average. In 1980, 92 percent had a high school diploma or higher; in 1990, the figure was up to 94.4 percent. Table 4.3-4 illustrates how the Oro Valley education levels compare with the county and state averages.

Table 4.3-4: Education Levels

| Degree Earned | Oro Valley | | Planning Area 1990 | Pima Cty | | Arizona | |
|--------------------------------|------------|-------|-----------------------|----------|-------|---------|-------|
| | 1980 | 1990 | | 1980 | 1990 | 1980 | 1990 |
| High school or higher | 92.0% | 94.4% | 91.1% | 74.6% | 80.5% | 72.4% | 78.7% |
| Bachelor's degree or higher | 34.3% | 37.4% | 32.8% | 20.7% | 23.3% | 16.8% | 20.3% |

Source: 1990 U.S. Census

Chart 4.3-4



Source: U.S. Census



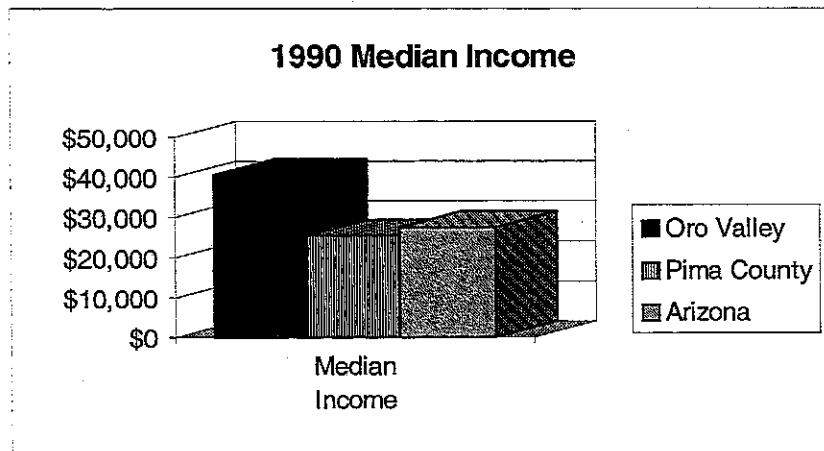
In 1980, the median household income in Oro Valley was 71 percent higher than the statewide average. Ten years later, with over five times as many households in the Town, the median household income was about 47 percent higher than that of the whole state.

Table 4.3-5: Household Income

| | Oro Valley | | Pima County | | Arizona | |
|-------------------|------------|----------|-------------|----------|----------|----------|
| | 1980 | 1990 | 1980 | 1990 | 1980 | 1990 |
| Median income | \$28,182 | \$40,539 | \$15,796 | \$25,401 | \$16,448 | \$27,540 |
| Per-capita income | 10,650 | 26,393 | 7,147 | 13,177 | 7,043 | 13,461 |
| Percent poverty | 2.6% | 5.3% | 13.0% | 16.8% | 13.2% | 15.7% |

Source: U.S. Census

Chart 4.3-5



Source: U.S. Census

In 1980, Oro Valley's per-capita income figure was 51 percent higher than statewide; by the end of the decade, it was almost double the statewide figure.

Very few Oro Valley households are below the poverty level. The poverty level percentage for Oro Valley (5.3%) and the Oro Valley Planning Area (6.2%) are significantly below that of the state (15.7%). The estimated median household and per-capita income figures for the Planning Area are \$39,396 and \$18,195, respectively.



B. Business Mix and Climate

"Business climate" refers to how conducive the local economy and regulatory environment are toward business development and expansion. According to the General Plan telephone survey of 356 Oro Valley households (Appendix A), residents were supportive of business growth. Some of the key results related to the business climate are:

- Oro Valley residents want more shopping opportunities, but they are divided on whether new shopping areas are needed. This might be a result of the new commercial developments currently being built or current projects that are under-developed. By more than a four-to-one margin, respondents are calling for more shopping opportunities. But where? A slim majority of residents oppose development of additional shopping areas (Yes: 41.6%; No: 43.3%; Undecided: 15.1%).
- When asked what kind of retailing or services are needed, respondents overwhelmingly identified restaurants, medical offices, drugstores, and laundry/dry cleaners.
- When asked about employment opportunities, by almost a three-to-one margin, residents appear to favor an increase in the number and variety of employment opportunities. The respondents who were in favor of business growth also supported "white-collar," "no-collar," and "clean blue-collar jobs."

The Greater Oro Valley Chamber of Commerce and Town of Oro Valley conducted a survey in 1994 to solicit input from residents on the future growth in goods and services.

When asked which goods and services residents purchased outside the Greater Oro Valley area, the majority of residents purchase the following eight goods or services, listed in rank order of most frequently mentioned:

1. clothing
2. restaurants
3. theater/entertainment
4. professional services (medical/legal)
5. hardware/home improvements
6. gasoline/auto repairs
7. financial services (banking, CPA)
8. dry cleaning

The much lower percentages for groceries reflect householder satisfaction with the several stores that are available in the area, while a 7 percent daycare response may indicate both low demand and inability to find providers in the area.

The next question asked of residents was what goods and/or services they would like to have more available in the Greater Oro Valley area. When the question shifted from what do you purchase outside to what do you want to be more available, only three items (restaurants, theater/entertainment, and gasoline/auto repairs) secured near-majority or majority endorsements for an increase in the area. When examining cross-tabulations, new residents and those with a household size of three or more were more likely than their counterparts to desire greater availability of goods and services. Retirees scored higher on wanting more grocery stores, while the employed scored higher on dry cleaning and theater/entertainment facilities.



Conclusions From the Survey

- The attentive public in this survey is largely new to the area and almost as likely to be retired as to be employed. This makes a difference in planning, as retirees make far fewer trips in their autos every day than employed householders.
- The vast number of purchases by residents are made outside the Greater Oro Valley area. The propensity to purchase outside the area increases with outside employment and household size.
- Many respondents prefer to maintain the non-commercial nature of Oro Valley. Only restaurants, theater/entertainment facilities, and gas/auto repair have a near-majority or majority support for greater availability.
- New residents are more likely to support expansion of goods and services availability.
- Each good or service has a sustainable market that would like to use expanded availability; however, there is a likelihood of intense minority opposition to broad expansion of commercial services.
- There is a clear hierarchy of needs for goods and services with restaurants at the top and daycare at the bottom, if one uses demand as a criterion of need.

As mentioned earlier, the Oro Valley economy is heavily dependent on retail and service-oriented businesses. The community's largest employers are:

| | |
|------------------------------|---------------|
| Sheraton El Conquistador | 770 employees |
| Canyon del Oro High School | 230 employees |
| Vanguard Automation | 200 employees |
| El Conquistador Country Club | 150 employees |
| Town of Oro Valley | 136 employees |
| Fry's Food Stores | 135 employees |
| ABCO Food Stores | 67 employees |
| Smitty's Food Stores | 70 employees |
| Selectide | 55 employees |
| Oro Valley Country Club | 50 employees |
| Husky Nozzle | 22 employees |



Table 4.3-6 illustrates the number of employed by industry of those employed age 16 years and over. As indicated, retail trade and education make up the largest percentage of jobs of the citizens of Oro Valley and the Planning Area.

Table 4.3-6: Distribution of Employment by Industry, 1990

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|---------------------------|--------------|------|---------------|------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| Agriculture, Forestry | 49 | 1.6 | 425 | 1.5 | 1.7 | 2.5 |
| Mining | 80 | 2.7 | 700 | 2.5 | 1.4 | 0.9 |
| Construction | 161 | 5.4 | 1,600 | 5.4 | 6.2 | 6.7 |
| Manufac., nondurables | 68 | 2.3 | 550 | 1.9 | 2.4 | 3.2 |
| Manufac., durables | 333 | 11.2 | 2,700 | 9.5 | 7.6 | 9.7 |
| Transportation | 59 | 2.0 | 1,075 | 3.8 | 3.5 | 4.3 |
| Communications, utilities | 44 | 1.5 | 775 | 2.7 | 2.3 | 3.0 |
| Wholesale trade | 68 | 2.3 | 950 | 3.3 | 3.6 | 3.9 |
| Retail trade | 444 | 14.9 | 5,100 | 17.9 | 19.9 | 18.4 |
| Finance/insur./real est. | 307 | 10.3 | 2,175 | 7.6 | 6.0 | 7.5 |
| Business, repair services | 169 | 5.7 | 1,400 | 4.9 | 5.2 | 5.6 |
| Personal services | 112 | 3.8 | 1,025 | 3.6 | 4.4 | 4.4 |
| Entertainment, recreation | 90 | 3.0 | 400 | 1.4 | 2.0 | 1.8 |
| Professional services: | | | | | | |
| Health services | 286 | 9.6 | 2,625 | 9.2 | 9.7 | 7.8 |
| Educational services | 418 | 14.1 | 3,000 | 10.5 | 11.0 | 8.3 |
| Other prof. services | 181 | 6.1 | 2,250 | 7.9 | 7.6 | 6.6 |
| Public Administration | 101 | 3.4 | 1,700 | 6.0 | 5.4 | 5.4 |
| Total | 2,970 | | 28,450 | | | |

Source: 1990 U.S. Census



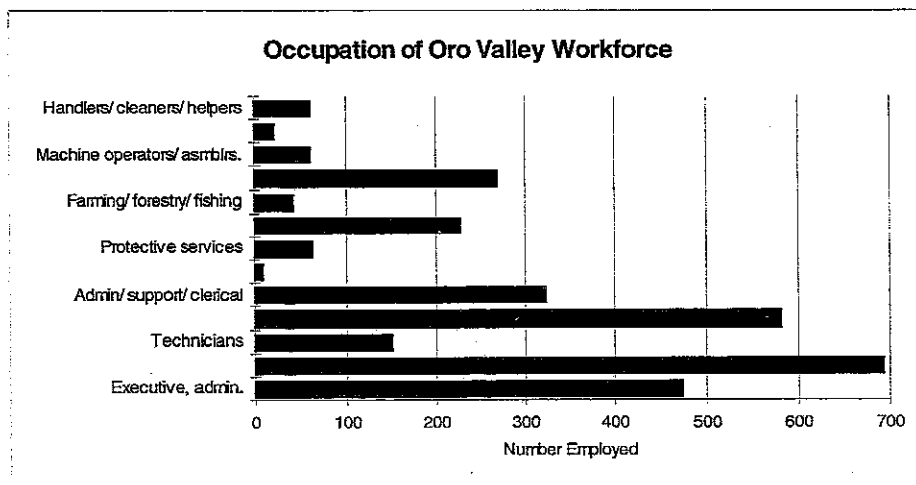
Table 4.3-7 illustrates the number of employed by occupation of those employed age 16 years and over. Oro Valley and the Planning Area have a higher percentage of professionally employed residents than Pima County or the statewide average.

Table 4.3-7: Occupation of Workforce

| | Oro Valley | | Planning Area | | Pima Cty. | Arizona |
|---------------------------|------------|------|---------------|------|-----------|---------|
| | Number | Pct. | Number | Pct. | Pct. | Pct. |
| Executive, admin. | 473 | 15.9 | 4,525 | 15.9 | 12.0 | 12.6 |
| Professional | 693 | 23.3 | 5,850 | 20.6 | 16.5 | 14.6 |
| Technicians | 151 | 5.1 | 1,225 | 4.3 | 4.6 | 4.0 |
| Sales occupations | 580 | 19.5 | 4,525 | 15.9 | 13.3 | 12.9 |
| Admin/support/clerical | 323 | 10.9 | 3,825 | 13.4 | 14.7 | 16.3 |
| Private household serv. | 8 | 0.3 | 75 | 0.3 | 0.5 | 0.4 |
| Protective services | 62 | 2.1 | 800 | 2.8 | 2.2 | 2.0 |
| Other service occs. | 229 | 7.7 | 2,500 | 8.8 | 13.5 | 12.3 |
| Farming/forestry/fishing | 41 | 1.4 | 350 | 1.2 | 1.7 | 2.3 |
| Production/craft/repair | 269 | 9.1 | 2,850 | 10.0 | 10.8 | 11.4 |
| Machine operators/asmlrs. | 60 | 2.0 | 575 | 2.0 | 3.5 | 4.3 |
| Transportation operators | 20 | 0.7 | 700 | 2.5 | 3.3 | 3.6 |
| Handlers/cleaners/helpers | 61 | 2.1 | 650 | 2.3 | 3.2 | 3.6 |

Source: 1990 U.S. Census

Chart 4.3-7

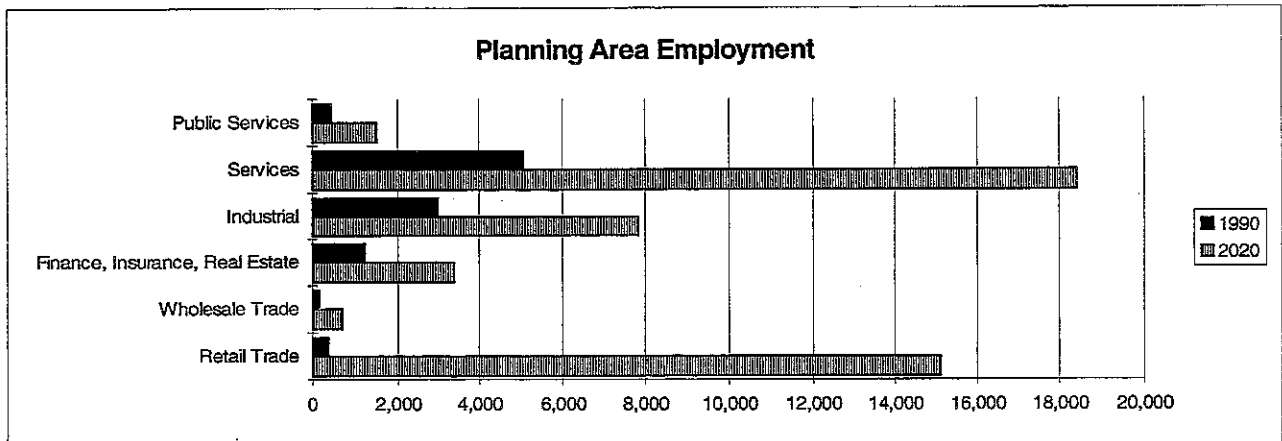


Source: 1990 U.S. Census



Chart 4.3-8 illustrates 1990 and projected year 2020 Planning Area employment by place of work. According to the regional transportation model, the Planning Area's employment will continue to be heavily dependent upon retail and service-oriented jobs.

Chart 4.3-8



Source: Pima Association of Governments Transportation Planning Office (5/95)

Table 4.3-9 illustrates the employment status of the population age 16 years and over. Oro Valley and the Planning Area have a lower unemployment rate than Pima County and Arizona as a whole. The Town of Oro Valley has a higher percentage of the population not in the labor force, which reflects the higher percentage of retirees and single-paycheck households.

Table 4.3-9
Employment Status

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|---------------------|------------|-------|---------------|-------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| In labor force: | | | | | | |
| In armed forces | 11 | 0.2 | 275 | 0.6 | 1.2 | 0.9 |
| Civilian: | | | | | | |
| Employed | 2,970 | 53.8 | 28,425 | 61.1 | 56.0 | 57.6 |
| Unemployed | 161 | 2.9 | 1,550 | 3.3 | 4.6 | 4.4 |
| Not in labor force | 2,382 | 43.1 | 16,300 | 35.0 | 38.2 | 37.1 |
| (Unemployment rate) | | (5.1) | | (5.2) | (7.6) | (7.2) |

Source: 1990 U.S. Census



Table 4.3-10 shows the work status of persons age 16 years and older in 1989. This table also reflects the higher-than-average retirement population within the community by the 36.2 percent who did not work in 1989.

Table 4.3-10
Work Status in 1989

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|----------------------|------------|------|---------------|------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| Worked in 1989 | 3,523 | 63.8 | 32,725 | 70.3 | 67.6 | 68.0 |
| Did not work in 1989 | 2,001 | 36.2 | 13,825 | 29.7 | 32.4 | 32.0 |

Source: Arizona Department of Economic Security

Table 4.3-11 illustrates the class of worker for those employed persons age 16 years and over. Oro Valley's breakdown of worker classification closely resembles that of the Planning Area, County, and state.

Table 4.3-11
Classification of Worker

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|----------------------------|------------|------|---------------|------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| Private sector workers | 2,207 | 74.3 | 20,700 | 72.8 | 73.1 | 76.1 |
| Local government workers | 278 | 9.4 | 2,350 | 8.3 | 7.9 | 7.6 |
| State government workers | 125 | 4.2 | 1,950 | 6.8 | 7.6 | 5.4 |
| Federal government workers | 70 | 2.3 | 925 | 3.3 | 3.8 | 3.6 |
| Self-employed workers | 274 | 9.2 | 2,350 | 8.3 | 7.1 | 7.0 |
| Unpaid family workers | 16 | 0.5 | 175 | 0.6 | 0.4 | 0.3 |

Source: 1990 U.S. Census



Internal Strengths

Residents really like where they live
 Open spaces
 Civic-minded people
 Clean air
 Council support
 Land values
 Quality of water
 Land availability
 Homeowners' associations
 Safety
 Opportunity to do something
 Potential to obtain revenue sources
 Architectural controls
 Safe community
 Intellectual resources
 Generational resources
 Low visibility/profile
 Children
 Natural beauty
 Catalina State Park
 Town complex
 Town staff
 Good local government

Internal Weaknesses

Voter apathy
 Water distribution
 Roads
 Crowded schools
 High-density building that has occurred
 Finances that are dependent on growth
 Political disagreements
 Lack of culture, arts, and entertainment
 Huge amounts of land owned by few people
 Few voices dictate the future
 Homeowners vs landowners (existing vs old-timers)
 Poor water planning (policy)
 Perception of bad place to do business
 Generational polarization
 Population growth
 Fiscal practices
 Lack of involvement in regional issues
 Lack of employment
 Lack of responsiveness by government
 Infrastructure
 Lack of long-term Master Plan
 Town communications with public

External Opportunities

Natural environment
 New Town Council that is citizen sensitive
 Future annexations; sphere of influence
 Use of Associations as a power source
 Weather
 Good housing market
 Area resorts

External Threats

Future availability of water
 Demand for higher density development
 Zoning commitments made
 Threat of litigation
 Declining state/federal funds/grants
 Annexations
 Homeowner associations still developer controlled
 Federal, state, and county government
 Federal and state mandates
 Right to vote
 Over-aggressive developers
 Regional air pollution
 Metro area crime rate
 Media
 Unincorporated land that surrounds the community and lack of control over it



Table 4.3-12 represents the number of workers per family in 1989. As indicated, Oro Valley has a higher percentage of families with no workers. However, the Planning Area has a high percentage of families with two workers. This indicates that there is a significant retired population within the Town, but the surrounding areas have a large population of two-income families.

Table 4.3-12
Workers in Family in 1989

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|------------|------------|------|---------------|------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| No workers | 458 | 21.6 | 2,725 | 15.5 | 17.0 | 16.5 |
| 1 worker | 680 | 32.1 | 4,875 | 27.7 | 30.0 | 29.3 |
| 2 workers | 807 | 38.0 | 7,975 | 45.3 | 42.9 | 43.5 |
| 3 workers | 176 | 8.3 | 2,025 | 11.5 | 10.1 | 10.7 |

Source: Arizona Department of Economic Security

Local workforce employment is, at the present time, overly oriented to commuting. More highly paid residents commute substantial distances into Tucson; lower income resort service employees, likewise, tend to generate lengthy work trips into Oro Valley. Table

4.3-13 illustrates that the number of Oro Valley residents who work outside of the Town is substantially higher than in other areas, which substantiates Oro Valley's image as a "bedroom community."

Table 4.3-13
Place of Work

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|----------------------|------------|------|---------------|------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| Living in a city: | | | | | | |
| Working in that city | 291 | 9.8 | 475 | 1.7 | 53.4 | 51.6 |
| Working outside city | 2,670 | 90.2 | 4,625 | 16.4 | 16.5 | 35.6 |
| Not living in a city | 0 | 0.0 | 23,150 | 81.9 | 30.1 | 12.8 |

Source: 1990 U.S. Census

90% of Oro Valley's labor force works at outside of Oro Valley and 5% work at home



Table 4.3-14 illustrates by what means workers age 16 and over travel to work. Due to the fact that residents must drive long distances to work and the lack of transportation options, it is not surprising that many of the residents of Oro Valley and the Planning Area drive to work alone.

Table 4.3-14
Means of Transportation to Work

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|------------------------|------------|------|---------------|------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| Car, truck or van: | | | | | | |
| Drove alone | 2,400 | 81.1 | 21,500 | 75.4 | 71.9 | 73.6 |
| Carpooled | 325 | 11.1 | 4,550 | 15.9 | 15.0 | 14.9 |
| Public transportation: | | | | | | |
| Bus or trolley bus | 14 | 0.4 | 525 | 1.8 | 3.1 | 1.9 |
| Streetcar or trolley | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| Subway or elevated | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| Railroad | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| Ferryboat | 0 | 0.0 | 0 | 0.0 | 0.0 | 0.0 |
| Taxicab | 0 | 0.0 | 10 | 0.0 | 0.0 | 0.1 |
| Motorcycle | 33 | 1.1 | 200 | 0.7 | 0.9 | 0.7 |
| Bicycle | 18 | 0.6 | 100 | 0.4 | 1.9 | 1.4 |
| Walked | 26 | 0.9 | 400 | 1.4 | 3.2 | 3.4 |
| Other means | 4 | 0.1 | 175 | 0.6 | 0.8 | 0.8 |
| Worked at home | 141 | 4.8 | 1,075 | 3.8 | 3.2 | 3.0 |

Source: 1990 U.S. Census

Table 4.3-15 illustrates how long it takes workers age 16 years and over to travel to their place of employment. It takes the majority of people within the Town and the Planning Area between 10 to 35 minutes to drive to work, which is slightly more than Pima County or statewide averages. It is interesting to note that Oro Valley has a higher percentage of residents who work at home.

Table 4.3-15
Travel Time to Work

| | Oro Valley | | Planning Area | | Pima Cty. Pct. | Arizona Pct. |
|---------------------|------------|------|---------------|------|----------------------|-----------------|
| | Number | Pct. | Number | Pct. | | |
| Less than 5 minutes | 62 | 2.1 | 550 | 1.9 | 2.8 | 3.7 |
| 5 to 9 minutes | 220 | 7.4 | 2,175 | 7.7 | 10.1 | 12.1 |
| 10 to 14 minutes | 379 | 12.8 | 3,200 | 11.3 | 15.9 | 15.6 |
| 15 to 19 minutes | 331 | 11.2 | 3,775 | 13.4 | 18.8 | 16.7 |
| 20 to 24 minutes | 371 | 12.5 | 4,625 | 16.4 | 17.4 | 14.9 |
| 25 to 29 minutes | 271 | 9.2 | 2,675 | 9.4 | 6.8 | 5.9 |
| 30 to 34 minutes | 496 | 16.8 | 4,875 | 17.2 | 13.1 | 13.3 |
| 35 to 39 minutes | 143 | 4.8 | 1,125 | 4.0 | 2.0 | 2.3 |
| 40 to 44 minutes | 203 | 6.9 | 1,350 | 4.8 | 2.1 | 2.8 |
| 45 to 59 minutes | 220 | 7.4 | 1,700 | 6.9 | 3.9 | 5.5 |
| 60 to 89 minutes | 74 | 2.5 | 600 | 2.1 | 2.1 | 2.7 |
| 90 or more minutes | 50 | 1.7 | 550 | 1.9 | 1.7 | 1.5 |
| Worked at home | 141 | 4.8 | 1,075 | 3.8 | 3.2 | 3.0 |

Source: 1990 U.S. Census



C. Community Analysis

An important step in building a sound community development strategy is a careful and honest community “self analysis.” The General Plan elements will attempt to address the issues or ideas identified during the community analysis. The community analysis was completed, which examines Oro Valley’s Strengths, Weaknesses, Opportunities, and Threats. This type of analysis is sometimes referred to as a “SWOT” Analysis. The analysis involved examining the community’s internal strengths and weaknesses, which are those things the Town has control over, and external opportunities and threats, which are those things that the Town has no direct control over, but may have impact upon the community. This analysis was completed by delegates attending the Future Search Conference in April 1995. Following are the ideas mentioned as part of the Community SWOT Analysis:

To date, the Town of Oro Valley has developed as a quality residential area, but commercial services and employment opportunities have not followed the increased population in the area, as might be expected. Possible reasons for this may include lack of zoning to accommodate such development, land costs, and negative public attitudes regarding the impacts of these uses on surrounding properties. The delegates at the Future Search Conference, however, have expressed interest in exploring methods for attracting future commercial development in order to create employment opportunities for the residents of the Planning Area and to ensure long-term financial stability for the Town of Oro Valley.

D. Town of Oro Valley’s Financial Condition

Oro Valley currently has a 2 percent sales tax rate, which is common in the State of Arizona. The Town also has a hotel/motel bed tax, which is an additional 1 percent above the local sales tax. Of those communities that have instituted a bed tax, this figure is low. Oro Valley has no property tax.

The Town of Oro Valley’s revenues are heavily dependent on local sales tax, residential building permits, and state shared revenues. Much of this is directly related to rapid housing development. The challenge for the Town will be to develop funding sources to replace this income when a slowdown in housing development inevitably occurs.

Non-construction retail sales tax revenues, other than those related to the tourism industry, have been relatively weak. This can be attributed to not only retail leakage to the Tucson area, but the fact that a large portion of the local retail sales is in non-taxable food items. Sales taxes are unstable and are not a recommended funding vehicle for capital improvements, such as large infrastructure projects that will be implemented over a period of time.

According to the 1996 Capital Improvements Plan (CIP), Highway User Revenue Funds (HURF) of \$1,417,000 should remain at or above this level in the future. Most communities utilize a portion of this fuel tax to pay for administration in the Public Works Department. The intent of this fund is to pay for road improvements and equipment. The coming years will place more stress on the area’s roads and additional HURF funds will be needed for materials and equipment.

The FY 1995-96 Town budget contains \$2,076,000 allocated for capital outlays. Budget projections do not show an ability for the Town to make a significant increase to this CIP contribution on an annual basis. As the community grows, staffing issues and operating costs are going to place additional pressure on the budget. Therefore, it is critical for the Town to identify additional revenue sources.



Table 4.3-16 represents the estimated proposed revenues from the Fiscal Year 1995-96 Town of Oro Valley Budget.

Table 4.3-16
Proposed Revenues

| Revenue Source | Estimated Revenues | Percentage of Total |
|----------------------------|--------------------|---------------------|
| Local Sales Taxes | \$3,356,000 | 23.8 |
| License and Permits | 986,000 | 7.0 |
| State Shared Revenues | 2,109,000 | 14.9 |
| Other Income* | 2,275,000 | 16.1 |
| Subtotal Revenues | 8,726,000 | |
| Fund Balance Carry Forward | 5,397,000 | |
| Total Revenues | 14,123,000 | 100.0 |

*Includes grants, fines and forfeitures, interest income, developer contributions, assessment district collections, development impact fees, and miscellaneous charges for services.

Source: Town of Oro Valley Finance Department 1995-96 Budget

Table 4.3-17 represents the local sales and franchise taxes actually collected from FY1990-1994, estimated for FY1994-95, and budgeted for FY1995-96.

Table 4.3-17
Local Sales and Franchise Taxes

| Industry Group | FY90-91 Actual | FY91-92 Actual | FY92-93 Actual | FY93-94 Actual | FY94-95 Est. | FY95-96 Budgeted |
|----------------------|-------------------|-------------------|-------------------|-------------------|-----------------|---------------------|
| Construction | \$836,000 | \$945,000 | \$1,184,000 | \$1,608,000 | \$1,767,000 | \$2,006,000 |
| Mining | 0 | 0 | 0 | 0 | 0 | 0 |
| Manufacturing | 0 | 0 | 2,000 | 3,000 | 3,000 | 3,000 |
| Transp./Comm./Util. | 2,000 | 3,000 | 4,000 | 5,000 | 4,000 | 4,000 |
| Wholesale Trade | 0 | 1,000 | 3,000 | 7,000 | 10,000 | 10,000 |
| Retail Trade | 61,000 | 69,000 | 87,000 | 278,000 | 310,000 | 410,000 |
| Restaurants and Bars | 14,000 | 16,000 | 17,000 | 16,000 | 17,000 | 17,000 |
| F.I.R.E. | 6,000 | 48,000 | 127,000 | 139,000 | 100,000 | 110,000 |
| Hotels/Other Lodging | 479,000 | 504,000 | 558,000 | 646,000 | 660,000 | 685,000 |
| Service | 75,000 | 103,000 | 118,000 | 138,000 | 130,000 | 130,000 |
| All Other | 0 | 0 | 0 | 1,000 | 1,000 | 1,000 |
| Cable Franchise Tax | 28,000 | 44,000 | 32,000 | 62,000 | 80,000 | 80,000 |
| Totals | 1,501,000 | 1,733,000 | 2,132,000 | 2,903,000 | 3,082,000 | 3,456,000 |

Source: Town of Oro Valley Finance Department



Table 4.3-18 illustrates the Town of Oro Valley's primary revenue sources from Fiscal Year 1990 through FY 1994, estimated for FY 1994-95, and budgeted for FY 1995-96.

Table 4.3-18
Town of Oro Valley
General Government Revenues By Source
 Last Ten Fiscal Years (unaudited)

| Revenue Source | Fiscal Year | | | | |
|----------------------|------------------|------------------|------------------|------------------|------------------|
| | 1986 | 1987 | 1988 | 1989 | 1990 |
| Taxes | 915,062 | 1,111,050 | 1,449,059 | 1,943,036 | 2,345,630 |
| Inter Governmental | 57,846 | 26,620 | 25,391 | 54,509 | 285,123 |
| Fines & Forfeitures | 174,254 | 179,295 | 288,195 | 358,424 | 815,424 |
| Licenses & Permits | 167,782 | 284,763 | 843,529 | 544,426 | 564,355 |
| Charges For Services | — | — | — | — | — |
| Contrib./Donations | — | — | — | — | — |
| Special Assessments | — | — | — | — | — |
| Interest | 206,767 | 172,634 | 203,416 | 225,499 | 298,260 |
| Other | 22,218 | 42,763 | 234,993 | 1,055,048 | 1,409,199 |
| Total | 1,543,949 | 1,817,125 | 3,045,223 | 4,181,942 | 5,517,991 |

| Revenue Source | Fiscal Year | | | | |
|-----------------------|------------------|------------------|------------------|------------------|------------------|
| | 1991 | 1992 | 1993 | 1994 | 1995 |
| Taxes | 2,745,202 | 1,768,406 | 2,133,813 | 2,903,973 | 3,459,754 |
| Inter Governmental | 161,558 | 1,624,472 | 1,689,032 | 1,852,882 | 2,245,266 |
| Fines and Forfeitures | 566,637 | 536,114 | 467,377 | 267,093 | 407,933 |
| Licenses and Permits | 769,966 | 759,626 | 972,054 | 1,338,826 | 1,275,265 |
| Charges For Services | — | — | 107,647 | 182,122 | 224,759 |
| Contrib./Donations | — | — | — | 125 | 800 |
| Special Assessments | — | — | 240,218 | 119,608 | 196,663 |
| Interest | 391,519 | 273,704 | 255,279 | 265,486 | 384,742 |
| Other | 351,476 | 373,203 | 18,417 | 7,426 | 74,723 |
| Total | 4,986,358 | 5,334,525 | 5,883,837 | 6,937,523 | 8,479,905 |

Source: Town of Oro Valley Finance Department



Table 4.3-19 illustrates the Town of Oro Valley's general government expenditures by function over the last ten fiscal years. During the period from FY1986-FY1995 total general government expenditures increased by 469.8%.

Table 4.3-19
Town of Oro Valley
General Government Expenditures By Function
 Last Ten Fiscal Years (unaudited)

| Fiscal Year | General Government | Public Safety | Highways and Streets | Culture and Recreation | Capital Outlay | Debt Service | Total |
|-------------|--------------------|---------------|----------------------|------------------------|----------------|--------------|-----------|
| 1986 | 297,842 | 815,056 | 201,987 | — | 253,209 | 118,320 | 1,486,414 |
| 1987 | 492,548 | 701,498 | 248,286 | — | 221,533 | 227,882 | 1,892,147 |
| 1988 | 935,063 | 932,380 | 204,919 | — | 272,998 | 227,765 | 2,573,125 |
| 1989 | 1,062,277 | 1,211,931 | 246,667 | — | 124,771 | 288,414 | 2,934,060 |
| 1990 | 1,304,456 | 1,436,709 | 357,483 | — | 1,801,201 | 188,941 | 5,086,790 |
| 1991 | 1,561,085 | 1,607,495 | 326,736 | — | 1,698,346 | 423,420 | 5,617,082 |
| 1992 | 1,502,052 | 1,871,058 | 568,627 | — | 323,090 | 441,033 | 4,705,860 |
| 1993 | 1,421,059 | 2,108,940 | 658,629 | — | 251,429 | 397,830 | 4,837,887 |
| 1994 | 1,546,245 | 2,316,936 | 678,180 | — | 823,750 | 345,910 | 5,811,021 |
| 1995 | 3,142,403 | 3,125,016 | 874,783 | 126,861 | 894,039 | 306,585 | 8,469,687 |

Source: Town of Oro Valley Finance Department

Currently, the Town of Oro Valley is in a unique position for a growing community in that it is relatively debt-free. Lease purchase agreements have been sparingly used to purchase equipment and spread the payments out over a period of years. The annual debt service on this equipment is \$22,430. The agreement will be paid off in three years.

The Town has also utilized a Certificate of Participation to finance the current Town Hall facility. The annual debt service on the certificate is \$180,000 for the next five years. Total long-term debt service is \$1,265,000.

However, Oro Valley is at a disadvantage if it should need to raise large amounts of money because there is no town property tax. While the majority of citizens have indicated a desire to keep it that way, it is very difficult to create the community amenities residents are suggesting without one. General Obligation (G.O.) Bonds are the most common and inexpensive way to finance large community projects. G.O. Bonds are based on the full taxing authority of the municipality and are, therefore, quite safe for the investor. This safety makes the bonds attractive and allows lower interest rates to be paid. Since the Town's only taxing authority is on discretionary items (sales tax, bed tax, etc.), the choice of financing vehicles is limited.

At some point, the citizens of Oro Valley may choose to finance needed capital projects. Before planning to finance future capital improvements through borrowing, it is important to know how much credit is available. Net assessed valuation is the basis for how much a Town can borrow according to state law. Table 4.3-20 shows the Town of Oro Valley's net assessed as well full cash values of taxable property. Over the past ten years, the net assessed value increased by 349.1%.



Table 4.3-20
Town of Oro Valley
Net Assessed and Full Cash Values of Taxable Property
Last Ten Fiscal Years (unaudited)

| Fiscal Year | Type | Net Assessed Value | Total Full Cash Value | Pct. of Assessed Value to Full Cash Value |
|-------------|-----------|--------------------|-----------------------|---|
| 1986 | Secondary | \$ 26,548,333 | 189,450,485 | 14.01% |
| 1987 | Secondary | 32,068,497 | 227,669,005 | 14.09% |
| 1988 | Secondary | 48,793,156 | 344,544,273 | 14.16% |
| 1989 | Secondary | 53,843,156 | 387,530,042 | 13.89% |
| 1990 | Secondary | 57,361,643 | 433,702,370 | 13.23% |
| 1991 | Secondary | 61,090,215 | 473,100,360 | 12.91% |
| 1992 | Secondary | 65,098,105 | 524,632,806 | 12.41% |
| 1993 | Secondary | 71,925,888 | 589,807,394 | 12.19% |
| 1994 | Secondary | 84,327,297 | 710,815,727 | 11.86% |
| 1995 | Secondary | 119,234,229 | 1,027,672,095 | 11.60% |

Source: Pima County Assessor

4.3.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- **Diversification of the Economy.** The current reliance the community has on growth and development to fuel its economy leaves Oro Valley extremely vulnerable to economic fluctuations. Development will eventually slow down and the revenue it currently generates will have to be replaced. The Town of Oro Valley's revenues are directly linked to new growth. Without diversification of this revenue stream, the Town's residents will have to bear an increasing amount of the Town's financial burden for its needs and amenities.
- **Retail Development/Leakage.** A high percentage of Oro Valley residents spend a significant amount of money outside of the Town. Marana and Tucson receive a majority of the financial benefit from the residents of Oro Valley. The Town should expand shopping opportunities.
- **Job Creation.** There are some retail and service sector jobs available, but according to the 1990 census over 90 percent of Oro Valley working residents leave the Town to work. Oro Valley should make an effort to create jobs so that people can live and work in the Town.
- **Types of Jobs.** The type of jobs currently available in Oro Valley are service-oriented and retail, while the majority of its residents are professionally employed. Therefore, the local businesses must import employees to work in Oro Valley while residents must leave the Town to work.
- **Tourism.** The Town of Oro Valley has not actively promoted or tapped the tourist market. With several major resorts and the opportunity for additional resort development within the Planning Area, as well as the recreational and environmental amenities throughout the community, tourism development and promotion offers the area tremendous opportunities. Approximately 22 million tourists visit Arizona every year, pumping \$7 billion into the economy. Research shows that every dollar committed to tourism advertising, marketing, and promotion



will return \$5 to the state. Tourism could generate additional revenues to Oro Valley and it is an industry that is in keeping with the community's vision for the future.

- **Eco-Tourism.** The residents of Oro Valley place a high value on the environment of the area and consider themselves stewards of the Sonoran Desert environment. A growing national and international trend is eco-tourism. Eco-tourism is about principles of balancing tourism, conservation, and culture, which is consistent with the values of Oro Valley. By environmentally sensitive planning, Oro Valley could be a recognized leader in eco-tourism.

4.3.4 Economic Development Policies and Recommendations

Following are the Economic Development Element Policies and Recommendations that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

Goal 3.1: To ensure long-term financial and economic sustainability for the Town of Oro Valley.

Policy 3.1A: Economic development touches everyone and everything within a community. Policies made now will have substantial impacts on the future. They will influence the quantity of growth and the quality. They will determine the services a town can provide to its residents and the quality. To ensure that future growth reflects the desires of the community in balance with an analysis of the Town's financial needs, a Strategic Plan for Economic Development will be detailed to ensure that future development will complement community values and work toward implementation of the community's economic vision for the future.

The economic development strategic plan will be developed through financial analysis of future needs. Once adopted by council it shall serve as an important tool for decision making. It should be recognized that the land use alternatives outlined in the general plan will be used in the development of the strategic plan.

Sectors reviewed locations and amounts of land designated for commercial development and employment centers, and expressed a strong desire not to waiver on land use designations.

Policy 3.1B: Strategically plan to ensure short- and long-term revenue needs of the community are met while maintaining the attractiveness to business.

Policy 3.1C: Implement meaningful impact fees to ensure that growth pays for itself.

Policy 3.1D: A diverse economic base is desired to reduce Oro Valley's dependence on revenues from growth.

- Resort/arts enterprises are especially encouraged to employ Town residents at all levels and support local business establishments.
- Hospital and health service campus locations shall be promoted.
- Retail/service expansion will be closely monitored to prevent over-commercialization or the creation of commercial strips.
- Retirement community support industries, such as medical supplies or geriatric specialists, are encouraged.
- Public investments, such as capital improvements, shall support appropriate, desirable economic development.
- Eco-tourism shall be an option as that segment of the industry grows.



- Policy 3.1E: Attract new retail and service businesses, especially those in under-represented categories, in order to help reduce expenditure leakage.
- Policy 3.1F: Maintain and enhance Oro Valley's residential/resort/recreation character.
- Policy 3.1G: Assess the long-term costs and benefits of annexation versus short-term gains.
- Encourage annexation of county islands and peninsulas to facilitate infrastructure expansion and improve operational efficiencies of municipal services, and standardize design criteria.
 - Prepare fiscal impact analysis for response to annexation
- Policy 3.1H: Prepare economic development impact analysis for significant development proposals.
- Policy 3.1I: Annex Pima County areas which will provide a positive net increase in tax revenues.
- Policy 3.1J: Employment-related uses are encouraged to provide work places for a growing employment base.
- Office, technical, and corporate employment facilities shall be compatible and consistent with the scale of the surrounding area.
 - Campus-type employment centers that emphasize a unified architectural theme, pedestrian orientation, inward-transportation patterns, and a natural landscaping theme are encouraged. These employment centers do not include high-rise structures or heavy industrial uses.
- Policy 3.1K: Heavy industrial and outdoor commercial uses that require significant infrastructure, introduce greater truck traffic, and are visually and environmentally incompatible with the Town's vision are generally unacceptable.
- Policy 3.1L: Institutional uses, such as colleges or health care, are desired and will be actively pursued and supported when located in appropriate locations.
- Policy 3.1M: Specialty commercial development, similar to St. Phillips Plaza in Tucson, is encouraged in appropriate locations.

4.3.5 Strategic Implementation

The Strategic Implementation section for the Economic Development Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.3.5-1, Economic Development Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.

The Strategic Implementation Program is presented under the following headings:



- Action** Provides a brief description of the action strategy necessary to address vision, goals, and policies.
- Timeframe** Designates a target timeframe for the strategy to be addressed within.
- Responsibility** Identifies a responsible party for initiating or overseeing that the strategy is accomplished.

Table 4.3.5-1: Economic Development Strategic Implementation

| Action | Time Frame | | | Responsibility |
|--|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Develop and adopt a Strategic Plan (per policy 3.1A) for Economic Development to outline an action plan to ensure that future development complements community values and implements the community's economic vision of the future. | X | X | X | Economic Development Adm.; Town Council; Chamber of Commerce; P&Z |
| Appoint an Economic Development Task Force to work closely with the Economic Development Administrator to develop a Strategic Plan. | X | | | Town Council; Economic Development Adm. |
| Develop an economic development marketing program targeted to appropriate businesses compatible with the Town's vision for the future. | X | | | Economic Development Adm.; Chamber of Commerce |
| Coordinate closely with surrounding municipal and regional as well as statewide economic development organizations. | X | X | X | Economic Development Adm.; Town Manager; Town Council; Chamber of Commerce |
| Develop and maintain a computer database inventory of available land and buildings. | X | X | X | Economic Development Adm.; P&Z; Chamber of Commerce; Public Works |
| Develop a fiscal impact analysis before initiating an annexation. | X | X | X | Economic Development Adm.; Town Manager; Town Council; Finance Director |
| Develop an Economic Development Impact Analysis to be incorporated into the evaluation of significant development proposals. | X | | | Finance Director; Economic Development Adm.; Developers; Planning Staff |
| Initiate the design of thematic entry monuments at key entry areas to Oro Valley. | X | | | Planning Staff; Town Council; Arts Adv. Board |

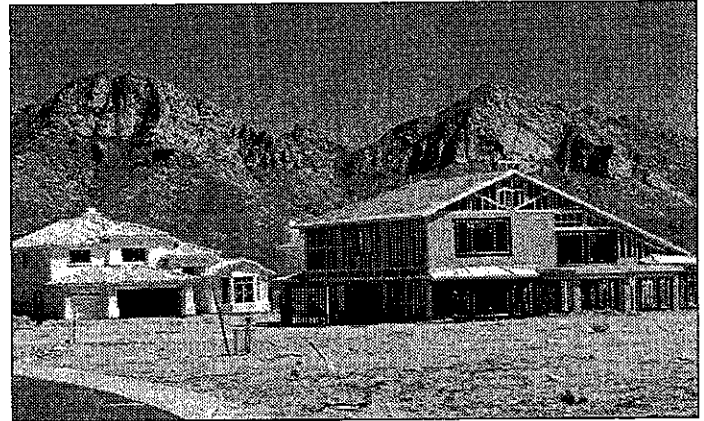




4.4 Housing Element

4.4.1 Housing Statement

Oro Valley is recognized as a highly desirable place to live in Pima County. The Housing Element presents strategies to ensure that housing opportunities are provided within high quality neighborhoods that are safe and well-planned. Oro Valley is defined by its strong neighborhoods and quality housing development which meet the needs of current and future residents. Efforts should continue to be made to provide a mix of housing at various densities and price ranges to allow people of all ages to enjoy the splendor of Oro Valley.



4.4.2 Existing Conditions

As illustrated in Table 4.4-1, from 1980 to 1990, growth in the number of Oro Valley housing units considerably outpaced the growth in population.

Table 4.4-1: Population and Housing Units

| | 1980 | 1990 | % Change | 1995 | % Change from 1990 |
|---------------------|-------|-------|----------|--------|--------------------|
| Total persons | 1,489 | 6,670 | +348.0% | 19,657 | +194.7% |
| Total housing units | 559 | 3,576 | +539.7% | 8,071 | +125.7% |

Source: 1990 U.S. Census, 1995 Preliminary Special Census

The 1990 Census may have captured Oro Valley in a housing growth spurt; one out of every five dwellings was vacant at the time, compared with one out of fifteen in 1980.

Table 4.4-2: Housing Dwellings

| | Oro Valley | | | Planning Area | Pima Cty. | | Arizona | |
|--------------------|------------|-------|-------|---------------|-----------|-------|---------|-------|
| | 1980 | 1990 | 1995 | 1990 | 1980 | 1990 | 1980 | 1990 |
| Occupied dwellings | 93.2% | 79.6% | 84.9% | 88.9% | 90.6% | 87.8% | 89.7% | 82.5% |
| Vacant dwellings | 6.8% | 20.4% | 15.1% | 11.1% | 9.4% | 12.2% | 10.3% | 17.5% |

Source: U.S. Census



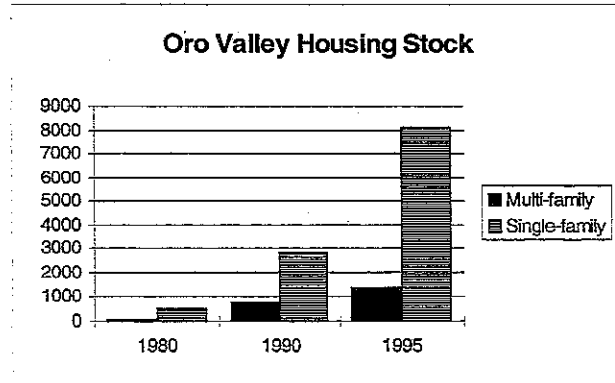
The pace of housing growth in the area is illustrated in Table 4.4-3 by the breakdown of the age of the housing units enumerated in 1990, and by Chart 4.4-3a.

Table 4.4-3: Age of Housing Stock

| Year Built | Oro Valley | Planning Area | Pima County | Arizona |
|-------------------|------------|---------------|-------------|---------|
| Earlier than 1960 | 4.2% | 3.7% | 21.8% | 17.0% |
| 1960 to 1969 | 4.1% | 7.4% | 14.9% | 14.5% |
| 1970 to 1979 | 20.6% | 34.6% | 31.0% | 30.7% |
| 1980 to 1989 | 71.1% | 54.3% | 32.3% | 37.8% |

Source: 1990 U.S. Census

Chart 4.4-3



Oro Valley has caught up with the rest of the state in its proportion of multi-family housing units, outlined in Table 4.4-4, as dwelling units in structures of five-or-more units. In 1980, the Oro Valley housing stock was 8.6 percent multifamily, compared to 16.3 percent for the state. In 1990, Oro Valley's proportion, 20.7 percent, was slightly larger than the statewide figure of 19.2 percent.

Table 4.4-4: Multi-Family Housing

| | Oro Valley | | Planning Area | Pima Cty. | | Arizona | |
|----------------------------|------------|-------|---------------|-----------|-------|---------|-------|
| | 1980 | 1990 | 1990 | 1980 | 1990 | 1980 | 1990 |
| Multi-family housing units | 8.6% | 20.7% | 18.3% | 18.6% | 20.3% | 6.3% | 19.2% |

Source: U.S. Census



During the decade of 1980 to 1990, the value of owner-occupied dwellings has stayed about sixty-percent higher than the statewide average while rents are slightly higher as illustrated in Table 4.4-5.

Table 4.4-5: Housing Costs and Rents

| | Oro Valley | | Pima County | | Arizona | |
|-----------------------------------|------------|-----------|-------------|----------|----------|----------|
| | 1980 | 1990 | 1980 | 1990 | 1980 | 1990 |
| Median value, owner-occ. units | \$94,600 | \$128,100 | \$58,200 | \$76,500 | \$56,600 | \$80,100 |
| Median rent, renter-occ. units | 286 | 420 | 246 | 390 | 228 | 370 |

Source: U.S. Census

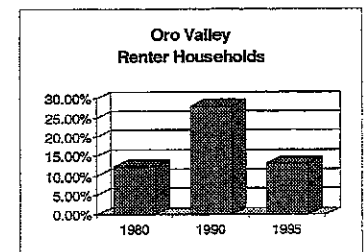
Median values cannot be directly determined for the Planning Area; however, an acceptable estimate for 1990 can be calculated from a weighted average of the values associated with each Census Block Group in the Planning Area. The weighting is based on the number of owner and renter units in each Block Group. Using that method, the Planning Area median value is \$114,920, and the median monthly rental cost is \$535. Note that the Planning Area's housing value is lower than the Town's, but the median rental cost is considerably higher as compared to figures in Table 4.4-5.

In Oro Valley, monthly rental rates started the decade about 25-percent higher than statewide, but were only 14-percent higher by 1990. That relative decline in rental rate is probably not caused by any diminution of quality in the rental stock. The more likely cause is that a larger proportion of rental units in 1980 were single-family homes, which tend to have higher monthly rental rates.

The proportion of Oro Valley housing units occupied by renters more than doubled during the decade. In 1990, one of every four dwellings was occupied by renters.

Table 4.4-6: Comparative Household Characteristics

| | Oro Valley | | Planning Area | Pima Cty. | | Arizona | |
|-------------------------------------|------------|-------|---------------|-----------|-------|---------|-------|
| | 1980 | 1990 | 1990 | 1980 | 1990 | 1980 | 1990 |
| Owner households | 87.7% | 72.0% | 73.5% | 66.0% | 60.9% | 68.3% | 64.2% |
| Renter households | 12.3% | 28.0% | 26.5% | 34.0% | 39.1% | 31.7% | 35.8% |
| Family households | 80.4% | 74.2% | 75.8% | 70.0% | 64.8% | 73.7% | 68.7% |
| Non-fam. households | 19.6% | 25.8% | 24.2% | 30.0% | 35.2% | 26.3% | 31.3% |
| Average household size (persons) | 2.86 | 2.34 | 2.62 | 2.66 | 2.54 | 3.20 | 2.62 |



Source: 1990 U.S. Census



As illustrated in Table 4.4-6, non-family households, which are defined as households with members not related to each other, constituted one in every four households in 1990, up from one in every five in 1980.

The average household size dropped half-a-person during the decade from 1980 to 1990. At 2.34 persons per household in 1990, Oro Valley is about three-tenths of a person lower than the statewide average. Ten years earlier, Oro Valley's average household size was slightly larger than the statewide average. Since household size is computed on the basis of occupied housing units, rather than total units, the high vacancy rate in 1990 would not be a factor.

There are two likely explanations for the smaller households. First, the national trend in reduced birth rates means fewer children in each household. Second, the approximately 3,000 new households moving into the dwelling units added during the 1980s were more likely (as evidenced by the earlier discussion of ages and household composition) to have been retirement-age households, newly-married households, or non-family households; all of which tend to be smaller households.



Table 4.4-7 outlines how Oro Valley has experienced tremendous single family residential building permit activity for the first five months of 1995, while non-residential activity was limited.

Table 4.4-7: Residential and Non-Residential Building Activity Report: January-May, 1995

| Residential | Jan | Feb | Mar | Apr | May |
|--------------------------------|------------|------------|------------|------------|------------|
| S.F. Detached Residence | | | | | |
| Permits | 75 | 58 | 69 | 67 | 101 |
| Valuation (\$) | 8,604,612 | 7,874,026 | 9,665,570 | 9,193,388 | 14,728,207 |
| Revenues (\$) | 76,492 | 46,942 | 57,279 | 52,922 | 86,588 |
| S.F. Attached Residence | | | | | |
| Permits | 12 | 4 | 0 | 11 | 2 |
| Valuation (\$) | 871,263 | 527,005 | 0 | 1,326,850 | 273,447 |
| Revenues (\$) | 11,294 | 3,051 | 0 | 8,000 | 1,562 |
| Misc. Residential | | | | | |
| Permits | 42 | 60 | 67 | 44 | 86 |
| Valuation (\$) | 276,070 | 479,544 | 377,553 | 282,474 | 597,600 |
| Revenues (\$) | 7,055 | 9,880 | 10,414 | 6,142 | 100,841 |
| Total Residential | | | | | |
| Permits | 129 | 122 | 136 | 122 | 189 |
| Valuation (\$) | 9,750,945 | 8,880,674 | 10,043,123 | 10,802,712 | 15,599,254 |
| Revenues (\$) | 94,841 | 59,873 | 67,693 | 67,064 | 100,841 |
| Non-Residential | Jan | Feb | Mar | Apr | May |
| Office | | | | | |
| Permits | 0 | 0 | 0 | 0 | 0 |
| Valuation (\$) | 0 | 0 | 0 | 0 | 0 |
| Revenues (\$) | 0 | 0 | 0 | 0 | 0 |
| Retail | | | | | |
| Permits | 0 | 0 | 1 | 0 | 0 |
| Valuation (\$) | 0 | 0 | 2,930,089 | 0 | 0 |
| Revenues (\$) | 0 | 0 | 12,212 | 0 | 0 |
| Apartments | | | | | |
| Permits | 1 | 0 | 0 | 0 | 0 |
| Valuation (\$) | 12,410,709 | 0 | 0 | 0 | 0 |
| Revenues (\$) | 63,004 | 0 | 0 | 0 | 0 |
| Misc. Commercial | | | | | |
| Permits | 2 | 2 | 1 | 0 | 0 |
| Valuation (\$) | 70,000 | 28,825 | 2,500 | 0 | 0 |
| Revenues (\$) | 1,002 | 516 | 89 | 0 | 0 |
| Total Non-Residential | | | | | |
| Permits | 3 | 2 | 2 | 0 | 0 |
| Valuation (\$) | 12,480,709 | 28,825 | 2,932,589 | 0 | 0 |
| Revenues (\$) | 64,006 | 516 | 12,301 | 0 | 0 |

Source: Town of Oro Valley Community Development Department



4.4.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- **Housing Cost:** Housing within Oro Valley is becoming increasingly more expensive. First time home buyers are having a difficult time getting into the housing market while rental rates are high.
- **Neighborhood Quality Programs:** Oro Valley is a relatively new community with a majority of its housing stock less than five years old. However, over the next twenty years the housing stock and neighborhoods will begin to show age. If Oro Valley is to continue to be recognized for its strong quality neighborhoods, the Town must develop programs aimed at maintaining strong neighborhoods and preserving housing quality.

4.4.4 Housing Policies and Recommendations

Following are the Housing Element Policies that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

Goal 4.1: *To promote high quality residential neighborhoods.*

Policy 4.1A: Protect the integrity and aesthetic context of existing neighborhoods through the use of appropriate buffers.

Policy 4.1B: Encourage maintenance, protection, and enhancement of established residential neighborhoods.

Policy 4.1C: Apartment and condominium developments should have built-in recreational facilities and other amenities to serve residents.

Goal 4.2: To ensure a jobs/housing balance within the greater Oro Valley region.

Policy 4.2A: Encourage the provision of a variety of housing choices matched to employees within a reasonable proximity of employment sites.

4.4.5 Strategic Implementation

The Strategic Implementation section for the Housing Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.4.5-1, Housing Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.

The Strategic Implementation Program is presented under the following headings:

Action Provides a brief description of the action strategy necessary to address vision, goals, and policies.

Timeframe Designates a target timeframe for the strategy to be addressed within.

Responsibility Identifies a responsible party for initiating or overseeing that the strategy is accomplished.

**Table 4.4.5-1: Housing Strategic Implementation Program**

| Action | Time Frame | | | Responsibility |
|---|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Review and update design guidelines that result in high-quality residential environments. | | X | | Planning Staff; P&Z; HOA's Architecture Com. |
| Establish procedures to prioritize and monitor neighborhood conditions. | | X | | Planning Staff; Police Dept.; HOA |
| Establish guidelines to encourage energy conservation in production housing. | | X | | Planning Staff |
| Create and initiate a neighborhood enhancement program to ensure that Oro Valley neighborhoods remain at a high quality standard. | | X | | Planning Staff; Fire (HazMat); Trash Collection |





4.5 Public Facilities and Services Element

4.5.1 Public Facilities and Services Statement

The purpose of the Public Facilities and Services Element is to provide the Town of Oro Valley with development oversight strategies that ensure orderly, rational development of infrastructure to support projected growth. The incorporation of the Town of Oro Valley was the result of citizens' desire to protect their public welfare and safety with service management scaled to the community's character and resources. In short, the residents of Oro Valley recognized a need to preserve a lifestyle and established a mechanism to accomplish it.

4.5.2 Existing Conditions

The incorporated Town area constitutes about 31 percent of the Planning Area. Within the Planning Area, some governmental and public services are available to residents without regard to political boundaries. Examples include water and sewer services, school and fire districts, and telephone communications. Other services, such as police protection, zoning regulations, and Town roads, are clearly affected by political boundaries and are municipal government responsibilities within the incorporated area of Oro Valley.

As Oro Valley matures, it is expected to grow in two major ways: 1) increased population and employment within the existing Town boundaries; and 2) annexation of new lands. These growth opportunities can have significant impact on, and create additional demands for, Town public services and facilities. Attention must be directed to positioning the Town for the future, reinforcing established quality standards, and analyzing the cost/benefit of potential growth. Town officials recognize these responsibilities and are taking steps to address them.

The Oro Valley Town Government serves the residents by providing public functions in four general categories:

1. municipal government services;
2. service providers;
3. community and infrastructure maintenance; and
4. social, cultural, and educational services.

Municipal government services are the basic administrative and public safety responsibilities that provide regular contact residents have with Town staff and officials. Municipal services in Oro Valley, such as administration, licensing, municipal courts, planning and zoning, police, engineering, and streets and roads maintenance are provided through an elected Town Council and staff members. The Town Hall, located at 11000 North La Canada Drive, was completed in 1991. The Town Hall complex includes the administrative functions of the Town. The new Police Department Building, which was completed in 1994, is located adjacent to Town Hall within the same complex. The complex houses the Town Council Chambers, where the Town Council holds its meetings, and also serves on many occasions as a community meeting room.

The Public Works Department, directed by the Town Engineer, is charged with planning, operations, and maintenance of Town-owned facilities. The Town Engineer has charge of the town streets and other public works, including the Oro Valley Water Utility System, over which he serves as director, as prescribed by Arizona Revised Statutes. The Town Engineer performs the duties per Section 3-2-4 of the Oro Valley Town Code, as well as other duties the Town Council may deem necessary.

The Town is justifiably proud of its low crime rate. In 1994, the Police Department achieved a ratio of 2.53 police officers per 1,000 residents. Although the ratio may change as the Town grows, all indicators point toward continuing



a high level of commitment for public safety services. Nearly 37 percent of the Town's FY95-96 budget allocation is assigned to public safety, allowing the Police Department to provide an impressive range of services with state-of-the-art communications equipment and investigative services.

The Town Clerk's Office provides an efficient public information service through locally networked computers, with future planned additions of annexation, sales tax, business licenses, and related public information programs. Town Council meeting agendas and minutes are coordinated by the Town Clerk for posting at Town Hall and mailing to homeowner associations. Information exchange will become increasingly important between the Town and its citizens.

Service providers in the Oro Valley Planning Area include utility companies and contract service companies. The Oro Valley Town government provides valuable mediation and coordination roles between service providers on behalf of Town residents. The Town negotiates contracts and approves agreements with other service providers on behalf of the residents of Oro Valley. Fire protection and emergency medical response services are provided by Rural Metro and Golder Ranch Fire District. Refuse removal, electric service, natural gas, and cable television are provided via private service companies. Other contract service providers may include specialized shorter term projects, such as planning or architectural design services commonly available through private enterprise.

Seven separate water companies serve residents and businesses in the planning area. The four largest, (in descending order), Tucson Water, Metropolitan Water, Canada Hills Water, and Rancho Vistoso Water Company, supply water service to nearly the entire planning area. The Tucson Water Utilities, a subsidiary of the City of Tucson, encompasses 285 square miles in Pima County. The Metropolitan Domestic Improvement District serves about 25 square miles and 11,000 accounts. Canada Hills Water Company serves an area primarily north of Lambert Lane and south of Tangerine Road encompassing about 11 square miles, while the Rancho Vistoso Water Company currently serves residents in Rancho Vistoso. These two water companies are now owned by the Town. Residents, including those in the northwestern portion of the Planning Area, have private wells that provide for their water needs.

Undeveloped and unserved lands within the Planning Area are within an Arizona Department of Water Resources (ADWR) identified 50-year service area. Various ADWR approved hydro-geologic investigations indicate sufficient water supplies to serve the Planning Area for the next 100 years. Projections include improvements in water treatment, delivery, and recycling technologies.

Pima County provides valuable community services within the planning area and to residents and businesses of the Town of Oro Valley. The Pima County Wastewater Management District serves populated areas within the County. The Pima County Flood Control District provides technical and financial assistance as well as managing County-wide programs, such as floodplain mapping and evaluations of development within major drainageways.

Electric service throughout the Planning Area is provided by Tucson Electric Power Company. Overhead power lines providing electric service to the Town can be seen along Tangerine Road and Oracle Road corridors. Sufficient electric capacity exists to accommodate Oro Valley's growth, according to power company projections. Telephone and cable television services are provided by private sector firms throughout most of the planning area and are available to Town residents.

Community maintenance is a broad category of government responsibility with two distinct governmental aspects: enforcement and direct services. Enforcement deals with ensuring that privately owned properties and facilities are operated and maintained in accordance with community standards. Zoning, planning, plan review, and similar ordinances define the Town's enforcement policies and procedures and establish community standards.



Certain community maintenance services are provided by the Town as owner or caretaker of the facilities. Town streets, roads, trails, bike lanes and paths, walkways, and related transportation facilities are maintained at public expense for the benefit of all Town and area residents. Similarly, the Town Hall and governmental facilities, such as parks and dedicated open space, are operated and maintained by the Town. Parks and open space maintenance in private developments is the responsibility of the respective homeowners' associations and/or master homeowner groups.

Schools within the Town and Planning Area consist of Amphitheater School District elementary schools (Mesa Verde School, Copper Creek School, Coronado School, Harelson School), Cross Junior High, Canyon Del Oro High School, and the state-run Catalina Mountain School site located north of Catalina State Park, east of Oracle Road. Several sites are designated as future school locations throughout the planning area. These sites will be developed as the need arises. As a rule of thumb, a new elementary school would be needed for each 400-600 new students entering the school system.

4.5.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- **Town Services:** As the Town grows, several program areas would also expand to meet the demand created by the growth. For instance, planning, zoning, and engineering services will need to keep pace with projected development infrastructure. The Town court system will continue to expand to meet the service needs of developing areas.
- **Water Availability:** In the arid desert environment, potable water is considered a limited resource. However, Oro Valley is located in a water-rich trough, between two mountain ranges and two major water basins. With appropriate conservation practices, adherence to State Department of Water Resources (DWR) guidelines, and cooperation of the water companies, water supplies should be adequate to accommodate Oro Valley's projected growth. State-of-the-art treatment, should be used for reclaiming wastewater so it may be safely used to irrigate golf courses and parks.
- **Water Control:** Water quality and availability is critical to the enhancement of the lifestyle envisioned in the General Plan for the present and future residents of Oro Valley and the Planning Area. The Town Council, staff, and advisory groups have researched water issues for several years. Results of those deliberations have been Town acquisition of two private water companies; discussions toward coordination and intergovernmental agreements with all area water providers and jurisdictions; and commitment to regional planning that will assure the adequate water supply of the best quality available, at prevailing prices, for the water's intended use.
- **Schools:** As the community grows, schools will need to be developed within the Planning Area. The Town of Oro Valley does not have direct control over school facility development. However, through establishment of a strong partnership between the Town and school districts, needed school sites can be identified and planned for when development occurs.



4.5.4 Element Policies and Recommendations

Following are the Public Facilities and Services Element Policies that, together with other element policies, implement the Oro Valley Vision for the Future and Community Goals.

Goal 5.1: *To ensure that adequate public facilities and services are provided when needed.*

- Policy 5.1A: Strengthen Town support for quality education through the definition and implementation of a Town liaison for educational issues relating to land use.
- Policy 5.1B: Develop policies that contribute to needed infrastructure development and facility sharing as it relates to schools.
- Policy 5.1C: In cooperation with the school districts within the Oro Valley Planning Area, define both school service areas and associated school needs that can potentially be met through proactive implementation at the time of development review.
- Policy 5.1D: Ensure that municipal services and facilities are or can be provided efficiently and cost-effectively prior to development occurring.
- Policy 5.1E: All new developments should be evaluated to determine impacts on all Town infrastructure, including but not limited to schools and roads. Such impacts shall be used as a criterion in deciding the approval or denial of land use rezoning proposals.
- Policy 5.1F: Ensure that the Town can provide efficient public safety services to prevent and respond to emergencies.
- Policy 5.1G: Structures intended for human occupancy shall be prohibited in 100-year floodways.
- Policy 5.1H: Coordinate with the Fire Districts to ensure that the Districts can meet the needs of new development.
- Policy 5.1I: Continually examine opportunities to contract out Town services and privatize public services.
- Policy 5.1J: Ensure that present land use and new development does not adversely impact existing wells or aquifers.

4.5.5 Strategic Implementation

The Strategic Implementation section for the Public Facilities and Services Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.5.5-1, Public Facilities and Services Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.



The Strategic Implementation Program is presented under the following headings:

- Action** Provides a brief description of the action strategy necessary to address vision, goals, and policies.
- Timeframe** Designates a target timeframe for the strategy to be addressed within.
- Responsibility** Identifies a responsible party for initiating or overseeing that the strategy is accomplished.

**Table 4.5.5-1: Public Facilities and Services Element
Strategic Implementation Program**

| Action | Time Frame | | | Responsibility |
|--|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Annually update the CIP to address public facility needs. Jointly work with potential medical service providers to program, plan, and locate future medical facilities within the Oro Valley Planning Area. | X | X X | X | Town Engineer Town Manager |
| Jointly work with school districts in siting new schools and encouraging joint use opportunities. | X | X | X | Planning Staff; Town Manager; Town Council |
| Establish a Town Education Liaison to coordinate with the school districts. | X | | | Town Manager; Town Council |
| Investigate and evaluate opportunities for water management so Oro Valley can adequately plan for the future and ensure a sufficient water quality and supply. | X | X | X | Town Manager; Town Council; Town Engineer |
| Initiate planning process to develop a City Center Plan based around the Town's municipal services. | | X | | Planning Staff; Town Council |
| Establish comprehensive Town-wide and regional water conservation programs. | | X | | Town Engineer |
| Develop a program to ensure that present land use and new development does not adversely impact existing wells and Honey Bee Canyon Riparian Area. | | X | | Planning Staff; Town Council; Assured Water Supply Task Force (AsWaS) |





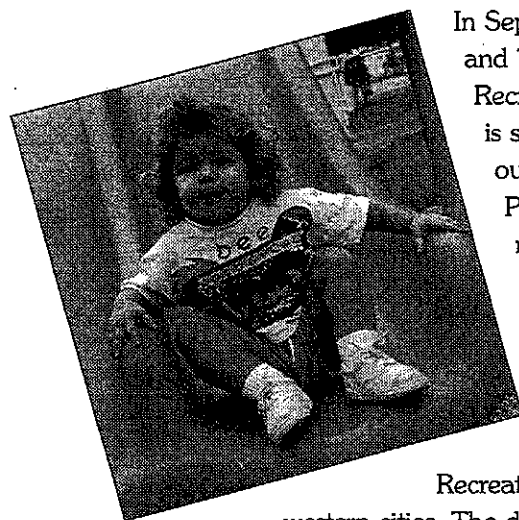
4.6 Parks, Open Space, and Recreation Element

4.6.1 Parks, Open Space, and Recreation Statement

Parks, Open Space, and Recreation, as an element, contributes perhaps more than any other to the resort/residential image the Town wishes to maintain. Recognizing that it is the setting rather than structures that contributes most to Oro Valley's character, spatial relationships derived from community design principles underscore the importance of natural and recreational open areas in framing the community's character. Likewise, the appeal of both the area's outdoor activities and its scenic views are fundamental reasons for residents' and tourists' enjoyment of the area.



4.6.2 Existing Conditions



In September 1994, the Town of Oro Valley adopted a Parks, Open Space, and Trails Master Plan which updated the 1990 General Plan Open Space/Recreation Element. Much of the Parks, Open Space, and Trails Master Plan is still valid today and is intended to complement the goals and policies outlined in the 1996 General Plan Update. This element of the General Plan is intended to update portions of the Master Plan, particularly in regard to future locations for parks, open space, and trails. Some sections are taken directly from the Master Plan and reprinted here because they relate directly to land use planning.

The Parks, Open Space, and Trails Master Plan identified the following definitions, which are important to understand in the discussion of land use. These definitions were developed utilizing the National Recreation and Parks Association (NRPA) guidelines and standards from other western cities. The definitions are:

Open Space — Natural, undeveloped area that provides recreational opportunities for regional use, or to preserve environmentally sensitive areas, and significant archaeological findings. May include such amenities as multi-use trails or interpretive trails. Size is +300 acres. The service area is within a ten-mile radius of the open space area.

Regional Park — Natural or multi-use areas designed to provide recreational opportunities for the entire community. May include such amenities as picnicking, fishing, swimming, camping, trail uses, and play areas. Size is 200+ acres. The service area is within one hour's driving time of the park.

Community Park — Designed to provide centralized recreational facilities for a major portion of the Town with amenities capable of accommodating large groups, and including facilities such as tennis courts, multi-use courts, playing fields, and picnic area. May also include a community center building. Park size is from 15 to 200 acres and is intended to serve a population within a three-mile radius of the park.

Neighborhood Park — Designed to provide recreational opportunities for a neighborhood and may include such facilities as play apparatus, multi-use courts, family picnic areas, and open space areas. Park size is from 2 acres to 15 acres, servicing a population within a half-mile radius of the park.



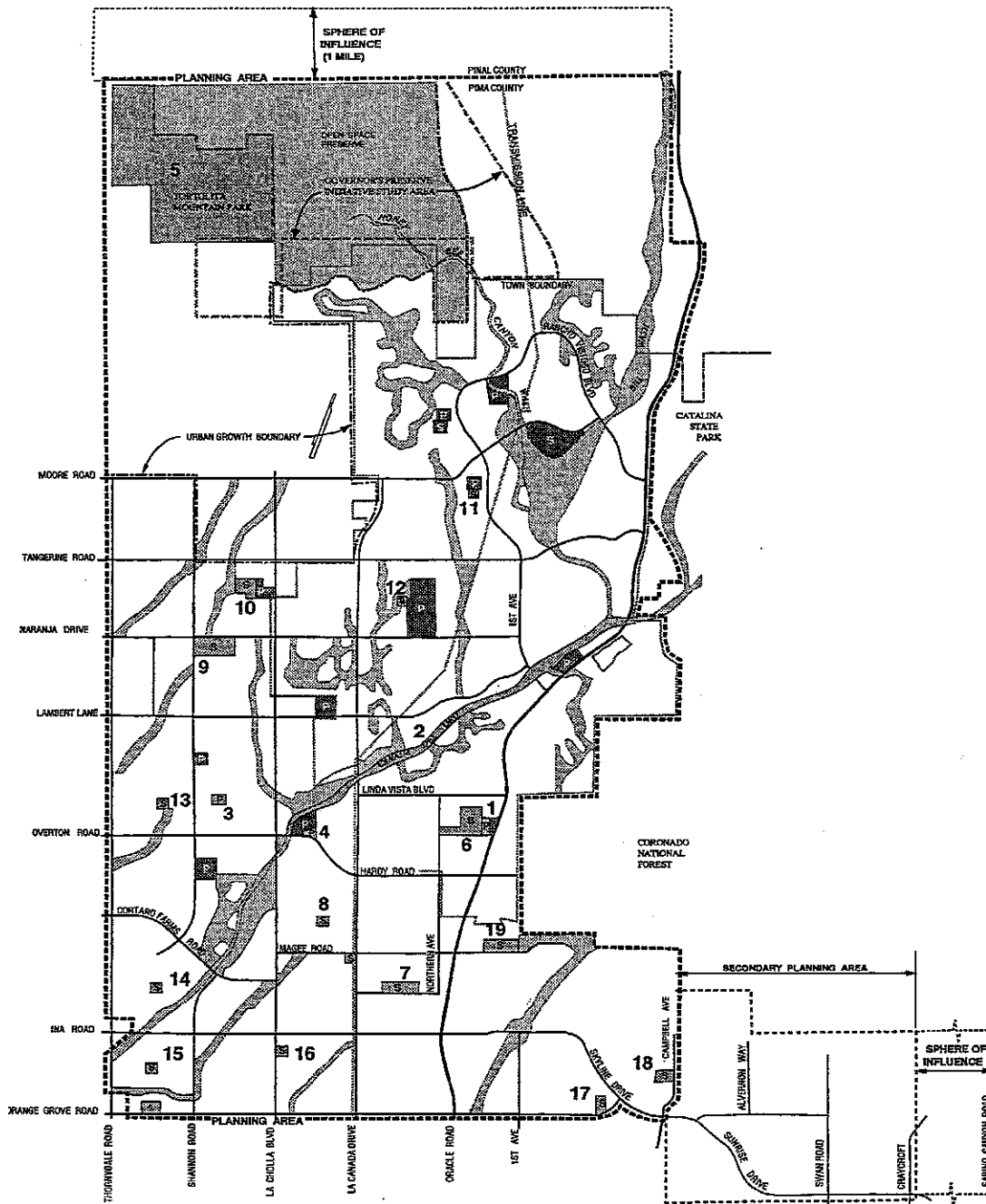
Table 4.6-1 provides an inventory of existing parks and recreational facilities within the Oro Valley Planning Area. The number of each site corresponds to the number on the Parks, Recreation, and Open Space Map.

Table 4.6-1: Inventory of Parks and Recreation Facilities

| Map # | Facility | Park Type | Acres | Uses | Ownership |
|-------|---------------------------|-----------------------|-------|--|-----------------------|
| 1 | Dennis Weaver | Community | 20 | 1 ramada 12 picnic tables 1 tot lot 2 softball 2 little league 2 soccer 4 handball courts | Oro Valley |
| 2 | CDO Wash | Linear Park | 300 | 4 mile trail | Pima County |
| 3 | Linda Vista | Neighborhood | 6 | undeveloped | Pima County |
| 4 | Overton fine arts ctr. | Special Oro Valley | 5 | craft center | |
| 5 | Tortolita Mt. Park | Open Space | 3,056 | undeveloped | Pima County |
| 6 | Canyon del Oro H.S. | School | 70 | 1 soccer 1 football 2 baseball 1 softball 8 tennis 2 basketball 1 track 1 swimming pool | Amphi SD |
| 7 | Cross Middle School | School | 20 | 3 softball 1 football 1 track 2 basketball | Amphi SD |
| 8 | Sage/Romero | School | 20 | undeveloped | Amphi SD |
| 9 | Shannon/Naranja | High School | 80 | undeveloped | Amphi SD |
| 10 | Wilson | K-8 | 35 | undeveloped | Amphi SD |
| 11 | Woodburne | School | 15 | undeveloped | Amphi SD |
| 12 | Copper Creek | Elem. School | 15 | softball & turf area | Amphi SD |
| 13 | Ironwood | Elem. School | 10 | 1 softball/soccer 1 basketball | Marana SD |
| 14 | Butterfield | Elem. School | 9 | 2 softball 1 soccer 2 basketball | Marana SD |
| 15 | Richardson | Elem. School | | | Marana SD |
| 16 | Donaldson | Elem. School | | | Amphi SD |
| 17 | Orange Grove | Middle School | | | Catalina Foothills SD |
| 18 | Manzanita | Elem. School | | | Catalina Foothills SD |
| 19 | Immaculate Heart | High School | | | Amphi SD |



Figure 4.6-4



TOWN of ORO VALLEY
GENERAL PLAN

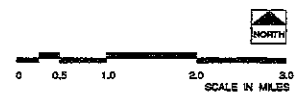
PARKS, OPEN SPACE & RECREATION

EXISTING PARKS & RECREATIONAL FACILITIES

- PARKS
- SCHOOLS

PROPOSED PARKS & RECREATIONAL FACILITIES

- PARKS
- SCHOOLS



95084L 4.04.99



A comparison of the inventory of existing parks, open space, and trails with NRPA guidelines and other community standards indicates a shortage of park land for the current population of the Town, which is 19,857. Table 4.6-2, Recommended Parks, Open Space, and Trails Planning Standards, recommends planning standards for the parks, open space, and trails within the Town's Planning Area. The table summarizes existing facilities, recreation facility needs based on the projected population for the year 2020, and the additional facilities needed to meet these needs in the year 2020.

Major findings from the Parks, Open Space, and Trails Master Plan indicate a high percentage of Town residents are actively engaged in outdoor recreational activities. The existing park facilities do not adequately meet the needs of the residents and are seriously overcrowded. School facilities are often used, but they are also overcrowded and in short supply due to the lack of park facilities. The fees for using school facilities, are becoming increasingly more difficult for organizations to bear. Organized youth sports groups are especially affected by the limited number of playing fields. Residents have indicated that additions to the existing facility as well as an additional community park are needed. A smaller number of residents indicated a need for neighborhood parks. Safety issues and crime prevention among youth were the factors most often cited. Protection of open space for passive enjoyment also rated high on the list of priorities. It was also highly ranked in the 1995 bond survey and the Focus 2020 Future Search Conference. The perception of "large expanses of open space" is important to residents in order to maintain a sense of place. The loss of trails through development is of great concern to many Town residents who engage in hiking, biking, and equestrian activities. Residents have given acquisition of trails and a community park the highest priority rating for funding. A majority of the residents indicated that the Town should regularly budget funds for acquisition and development of parks, open space, and trails. Using the recommended standards, and given the existing population, there is a current need for 130 acres of park land and 34.6 miles of trails.

The following numbers in Table 4.6-2 summarize the projected needs for the year 2020 based on recreation standards and a projected increase in population to 125,000. The amount of additional acreage needed to meet these needs is indicated as well.

The projected need for neighborhood parks is 312.5 acres. Since the adoption of the Parks, Open Space, and Trails Master Plan, the Town of Oro Valley acquired the 20-acre Dennis Weaver Park. This has been designated a community park. An additional 480-acres of community park land is needed to serve the future needs of the community. Four miles of public hiking and equestrian trails currently exist in the Planning Area. Projected to the year 2020, the need for hiking and equestrian trails is 58.5 miles. An additional 99.75 miles of bike trails will be needed to meet the projections. The need for interpretive trails is projected at 50.0 miles. No interpretive trails currently exist. If the community acts in a timely manner, there are several excellent opportunities for interpretive trails.

**Table 4.6-2: Parks, Open Space, & Trails Planning Standards and Needs**

1995 Oro Valley Population: 19,657 (rounded to 20,000 for ratios)

2020 General Plan Area Population Projection: 125,000

| PLANNING STANDARDS | | | |
|--------------------|------------------------------|------------|--------------|
| Facility Type | Acres or Miles per 1000 Pop. | Size | Service Area |
| Neighborhood | 2.5 ac. | 2-15 ac. | .5 miles |
| Community | 4.0 ac. | 15-200 ac. | 3.0 miles |
| Open Space | 10.0 ac. | 300+ ac. | 10.0 miles |
| Trails | .3 ac. | varies | regional |
| Hiking/Equestrian | .5 mi. | varies | regional |
| Bicycle | .83 mi. | varies | regional |
| Interpretive | .4 mi. | varies | regional |

| CURRENT AND PROJECTED PARK NEEDS | | | | | |
|----------------------------------|------------|------------|--------------------------------|--------------|-------------------------|
| Parks | 1995 Total | 1995 Needs | 1995 Population-Facility Ratio | 2020 Need | Additional Need by 2020 |
| Neighborhood | 0 ac. | 50 ac. | 0/1,000 | 312.50 ac. | 312.50 ac. |
| Community Parks | 20 ac. | 80 ac. | 1/1,000 | 500.00 ac. | 480.00 ac. |
| Open Space | 1,800 ac. | 200 ac. | 90/1,000 | 1,250.00 ac. | 0.00 ac. |
| Trails | | | | | |
| Hiking/Equestrian | 4 mi. | 10.0 mi. | .2/1,000 | 62.50 mi. | 58.50 mi. |
| Bicycle | 4 mi. | 16.6 mi. | .2/1,000 | 103.75 mi. | 99.75 mi. |
| Interpretive | 0 mi. | 8.0 mi. | 0/1,000 | 50.00 mi. | 50.00 mi. |

| CURRENT AND PROJECTED FACILITY NEEDS | | | | | |
|--------------------------------------|-------------------|------------|--------------------------------|-----------|-------------------------|
| Facilities | Planning Standard | 1995 Total | 1995 Population-Facility Ratio | 2020 Need | Additional Need by 2020 |
| Baseball | 1/5,000 | 0 | 0/20,000 | 25 | 25 |
| Little League | 1/5,000 | 2 | 1/10,000 | 25 | 23 |
| Soccer | 1/7,000 | 2 | 1/10,000 | 18 | 16 |
| Softball | 1/5,000 | 2 | 1/10,000 | 25 | 23 |
| Basketball | 1/5,000 | 2 | 1/10,000 | 25 | 23 |
| Hand/Racquetball | 1/20,000 | 4 | 1/5,000 | 6 | 2 |
| Tennis | 1/2,000 | 8 | 1/2,500 | 62 | 54 |
| Picnic Ramadas | 1/3,000 | 1 | 1/20,000 | 42 | 41 |
| Swimming Pools | 1/20,000 | .5 | 1/40,000 | 6 | 5.5 |
| Recreation | 1/20,000 | 0 | 0/20,000 | 6 | 6 |

4.6.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- **Lack of Park Facilities:** As discussed earlier in this element, the Town of Oro Valley currently does not have adequate park facilities to meet the needs of its residents. Unless action is taken, the Town will become increasingly deficient in parks facilities as the population increases.



- **Lack of Recreational Amenities:** The Town of Oro Valley's demographics are changing as young families move into the community. Families with young children are asking for more recreational amenities within the community. The parks are already crowded, and organized youth sports groups are especially affected. Many children must play late on school nights or drive across town to play or are turned away.
- **Natural Sonoran Desert Preservation:** Delegates at the Oro Valley Future Search Conference, participants in recently conducted surveys, and attendees at general plan meetings have repeatedly mentioned the importance of preserving the natural Sonoran Desert. Specific strategies must be developed and implemented to ensure that citizens' preservation expectations are met.
- **Parks and Open Space Funding:** The acquisition of parks or open space land and park development will continue to increase in cost. The Town of Oro Valley recently conducted a \$14,095,000 general obligation bond election dedicated to funding parks, recreation, preservation of the natural Sonoran Desert, bike lanes and paths, and equestrian and multi-use trails. However, all questions on the March 12, 1996 Bond Election failed.
- **Lack of Trails:** There is a critical lack of trail development within Oro Valley. Bike lanes/multi-use trails are important for recreation and better air quality. Almost all trails will be in subdivisions, along roadways, and in power lines or utility easements. The trails need to be coordinated and connected with Pima County per the Eastern Pima County Trails System Master Plan.

4.6.4 Element Policies and Recommendations

The Parks, Open Space, and Trails Master Plan made a series of recommendations for parks, open space, and trails facilities development. The following outlines the 1994 Master Plan park facility recommendations:

Dennis Weaver Park Expansion: There exists 15-acres of privately-owned land to the east of Dennis Weaver Park. This property could provide additional needed park space and allow for desert buffer to maintain the open space atmosphere. The additional 15-acres can accommodate additional facilities that are urgently needed for youth activities in the area. These facilities can include (2) baseball fields, (2) soccer fields, and (1) softball field.

Honey Bee Canyon/Sausalito Wash Natural Area: This area is part of Arizona's remaining 10% of riparian habitat and has been classified by the UofA Renewable Department and Arizona Game and Fish as Class I Habitat. Continued efforts should be made for the protection of this corridor. These washes are very important to hikers and equestrians for a variety of reasons including access to the Tortolitas, scenic quality, and cultural resources. The washes contain one of the few cottonwood/mesquite bosques in the area and thus provide critical wildlife habitat and corridor connection in this increasingly urbanized area. Cultural resources, including prehistoric petroglyphs, are within Honey Bee Canyon. Due to topographic constraints, these washes provide one of the few potential access points into the eastern slopes of the Tortolita Mountains. This is a significant area that deserves a high level of protection while also allowing for trail access into Tortolita Mountain Park.

Overton Road/Canada del Oro Wash: This site was designated as the "Oasis Site" in the Canada del Oro Wash Master Plan completed by Pima County. This site lies within and adjacent to the floodplain of the CDO wash and has excellent opportunities for equestrian uses and multi-use turf areas that could serve as practice fields for field sports. This site is presently not within the Town's boundaries, would require annexation prior to acquisition, and is considered a low priority due to its peripheral location.

First Avenue/Canada del Oro Wash: This site is an alternative to Overton Road/Canada del Oro Wash as an equestrian staging area. The site lies within and adjacent to the floodplain of the CDO Wash. The staging area would provide access to the trail along the Canada del Oro wash and into Catalina State Park.



Honey Bee Nature Park: This park will ensure public access to this sensitive area and maintain the trail continuity through the area. This site is also important to provide open space, hiking, and interpretive opportunities for the Town residents.

Copper Creek Neighborhood Park: A 30-acre parcel should be acquired through lease or purchase from the State Land Department for a small community park to serve the recreational needs of this area. This park should be in close proximity to the existing elementary school and contain (1) soccer field, (2) basketball courts, (1) softball field, and (1) baseball field.

Oro Valley Community Park: This site is presently designated as a Jr./Sr. High School within the Rancho Vistoso PAD. It is believed that this 60-acre site will not be used for this purpose by the school district since they have acquired a future high school site west of Oro Valley on Naranja Road. This site is proposed as the major recreational activity complex for the Town and would be developed in phases over time. This site is ideally suited for this purpose as it contains few constraints due to topography and floodplain, is adjacent to two major washes and trails, is along a proposed major roadway and is buffered from any proposed residential neighborhoods for development of lighted fields. The site is proposed to contain a recreation center, gymnasium, and fields for soccer, baseball, softball, and Little League. This site may also be appropriate for the location of the Town library.

Oro Valley Community/Regional Park: This 180-acre state land site is proposed as an alternate to the Oro Valley Community Park site discussed previously. The centrally located parcel is significant in size, providing an excellent opportunity for the Town to acquire portions of the parcel for a community park and, by phasing the acquisition, could eventually expand the site into a regional park. It is currently under commercial and resource extraction leases until the year 2000. A Phase II Environmental Study of the site is recommended prior to serious consideration of this land. Negotiations with the current lessor and State Land Department should be initiated to discuss the options for acquisition and responsibilities regarding reclamation and restorage of the site.

State Land/Lambert Neighborhood Park: This 40-acre parcel was acquired from the State Land Department in June 1995 as a natural neighborhood park to serve the needs of the residents of this area. This park is ideal for the development of an interpretive trail.

Tangerine Road/Big Wash Staging and Recreation Area: A staging area for multi-use trail functions at this location will provide access to a variety of recreational trails and parks including Tortolita Mountain Park, Big Wash, Honey Bee, Canada del Oro, and Catalina State Park. Big Wash is a high-priority trail because of its natural resource, scenic, and recreational values. This area may also be utilized for recreational purposes such as passive use areas and practice fields in previously disturbed sections of the wash. Due to its potential value for aquifer recharge, this area is indicated as open space within the Rancho Vistoso PAD.

Glover School: A 10-acre park site adjacent to Glover School on LaCholla between Tangerine and Naranja Drive. The specific site will be determined at a later date.

Based on the analysis of the candidate sites, and in order to provide geographically distributed recreational opportunities for the community, the following parks are recommended for development within the twenty-year planning horizon. Through considerable discussion by the Sector Boards and General Plan Advisory Committee, a proposed list of parks was identified. Table 4.6-3 outlines the proposed parks facilities that are designated on the Land Use Plan Map.

**Table 4.6-3: Proposed Park Facilities as Designated on Land Use Plan**

| Location | Approx. Size |
|---|--------------|
| Adjacent to Wilson School | 10 acres |
| North of Naranja between La Canada & 1st Avenue | 158 acres |
| Oracle Road between 1st Avenue & Tangerine | 20 acres |
| Oracle Road offset between 1st Avenue & Linda Vista | 40 acres |
| Northeast corner of Overton & La Cholla | 30 acres |
| Oracle Road between Linda Vista & Hardy | 25 acres |
| Shannon between Overton & Cortaro Farms Road | 30 acres |
| Shannon between Lambert Lane & Overton Road | 10 acres |
| Moore Road between 1st Ave. & Rancho Vistoso Blvd. | 60 acres |

The following policy recommendations are intended to serve as guidance for the acquisition, development, and management of recreational opportunities for the Oro Valley community. These policies, along with other element policies, implement the Oro Valley Vision for the Future and Community Goals.

Goal 6.1: *To develop a comprehensive and connected parks, open space, and trails system.*

- Policy 6.1A: Plan for the connection of open space, natural areas, parks, trails, bike paths, and recreation areas to minimize conflicts with the environment.
- Policy 6.1B: Encourage private dedications of land as permanent natural areas or open space.
- Policy 6.1C: At the time of initial construction, trails are to be designated and signed by the developer in natural areas.
- Policy 6.1D: All developments should link their recreation facilities and natural areas to the community open space network where appropriate.
- Policy 6.1E: Trails shall ultimately connect to public preserves and the regional trail network per the Eastern Pima County Trails System Master Plan, where possible.
- Policy 6.1F: Develop an integrated parks, open space, and trails system that will promote a sense of community identity and high quality of life for the residents as well as wildlife habitat and movement corridors.
- Policy 6.1G: Cooperate with other governmental agencies, school districts, and private entities in developing joint use and multi-use facilities to benefit the residents of the community.
- Policy 6.1H: Provide an interconnected multi-use trail system that provides opportunities for hiking, biking, and equestrian users.
- Policy 6.1I: Protect existing and establish new trail access points to major washes and regional preserves.



Policy 6.1J: Develop a bike paths system that is separate from the roadways and serves to interconnect various public facilities such as schools, parks, trails, open space areas, etc.

Goal 6.2: *To protect the environmentally sensitive open space areas within the Planning Area.*

Policy 6.2A: Prepare an Open Space Management Plan to determine the appropriate level of use and protection of the environmentally sensitive open space areas surrounding the Town.

Policy 6.2B: Open space preservation shall be used as a criterion in deciding the approval or denial of land use rezoning proposals.

Policy 6.2C: Encourage natural open space connection to and the expansion of Tortolita Mountain Park.

Policy 6.2D: Hillside development will be carefully controlled through the strengthening of the grading standards and criteria.

Policy 6.2E: Explore strategies that would enable preservation of lands extending north and west from Honey Bee Canyon/Sausalito Creek and connecting to the Tortolita Mountain Park through independent methods and through coordination with Pima County, Arizona State Land Department, and/or any nationally recognized conservation organization.

Policy 6.2F: Institute an open space acquisition program for public open space.

Policy 6.2G: Preserve and enhance open space areas that protect the visual, natural, and cultural resources of the community.

Goal 6.3: *To provide a broad range of recreational activities to serve the needs of all age groups and interests.*

Policy 6.3A: Provide equitable opportunities for all residents to pursue recreational activities.

4.6.5 Strategic Implementation

The Strategic Implementation section for the Parks, Recreation, and Open Space Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.6.5-1, Parks, Recreation, and Open Space Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.

The Strategic Implementation Program is presented under the following headings:

| | |
|-----------------------|---|
| Action | Provides a brief description of the action strategy necessary to address vision, goals, and policies. |
| Timeframe | Designates a target timeframe for the strategy to be addressed within. |
| Responsibility | Identifies a responsible party for initiating or overseeing that the strategy is accomplished. |



**Table 4.6.5-1: Parks, Recreation, and Open Space
Element Strategic Implementation**

| Action | Time Frame | | | Responsibility |
|---|------------|--------|--------|--|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Annually update the CIP to include improvements to the parks, recreation, and open space system. | X | X | X | Parks & Recreation Adm.; Parks & Rec. Adv. Board |
| Prepare an Open Space Management Plan to determine the appropriate level of use and protection of the environmentally sensitive open space areas surrounding the Town. | X | | | Planning & Zoning Director; Parks & Recreation Adm.; Parks & Rec. Adv. Board |
| Prioritize and develop a strategic plan to implement proposed parks outlined within the General Plan. | X | | | Parks & Recreation Adm.; Parks & Rec. Adv. Board |
| Design and construct municipal park and open space facilities in accordance with the adopted Parks, Open Space, and Trails Plan. | X | X | X | Parks & Recreation Adm.; Parks & Rec. Adv. Board; Town Council |
| Incorporate into the plan review process, requirements, procedures, and criteria for assessing the recreational facility needs of the residents of proposed subdivisions. | X | | | Parks & Recreation Adm.; Parks & Rec. Adv. Board; Town Council |
| Initiate a phased Trail Location, Acquisition, and Development Program. | | X | | Parks & Recreation Adm.; Parks & Rec. Adv. Board; Town Council |
| Initiate a Park and Trail Maintenance Program. | X | X | X | Parks & Recreation Adm. |
| Participate in the development of the Northwest Replenishment Program and its associated riparian enhancement/interpretive trails benefits. | | X | | Parks & Recreation Adm.; Parks & Rec. Adv. Board |
| Revise the Town's Ordinance on recreational facilities within subdivisions to define the structure for in-lieu fees and to include additional provisions for accepted fees in-lieu of small private neighborhood parks. | X | | | Parks & Recreation Adm.; Parks & Rec. Adv. Board; P&Z Commission |
| Develop joint use agreements of recreational facilities with the School District to further enhance the availability of recreational facilities to the community. | X | | | Parks & Recreation Adm.; Parks & Rec. Adv. Board; Town Council |

4.7 Safety Element

4.7.1 Safety Statement

The Safety Element is intended to discourage hazards, both environmental and man-made, and to promote healthful, secure enjoyment of the Town and its natural surroundings.

4.7.2 Existing Conditions

The Town of Oro Valley provides twenty-four hour, full-time local police service to all portions of the incorporated municipality. The Oro Valley Police Department has expanded in size in direct relationship to the Town's growth. The Department is considered to be well managed and adequately staffed to provide for the Town's current public safety needs. Commitment to the protection of Oro Valley is evidenced by the allocation of \$3,360,107 (37 percent of budget) from the FY1995-96 budget toward public safety.

The long term focus of the police department is to transition into a community policing philosophy and function within the next thirty-six months. This will include internal training and development, decentralization, enhancement of current programs and establishment of new community partnerships with neighborhood associations, businesses, school districts, other public agencies, civic officials and the media. The department is currently in the process of developing the infrastructure by implementation of the following proactive services:

- ✓ citizen's academy,
- ✓ crime-free multi-housing,
- ✓ crime prevention through environmental design (CPTED) education,
- ✓ bicycle patrol, and
- ✓ liaison development among all Town departments.

Decentralization of physical facilities is currently under consideration within Sun City and is in the planning stages of the new rural metro fire station at Magee and Oracle roads (contingent upon annexation). It may also include the utilization of a mobile vehicle as needed by the community. Future annexations, growth, and need will determine additional locations.

Public safety programs, including bicycle safety courses for children, are currently in effect in conjunction with Amphitheater school district, Rural Metro fire department and the crime prevention league. Improvement and expansion of these programs is an ongoing process. Rural Metro and Golder Ranch fire departments provide community education on emergency aid such as CPR and child/pool drownings.

Crime prevention through environmental design (CPTED) just beginning implementation in primary stages. A seminar is scheduled to educate board members of planning and zoning, development review and adjustment along with staff members of planning and zoning and the police department. Blueprints/preliminary plats are currently being review by police department staff and any recommendations are submitted in memo to planning and zoning. Critical to the success of CPTED is the development of effective ordinances to support the recommendations of staff.

Fire protection is provided by the Rural Metro Fire Department and Golder Ranch Fire District. The majority of the Oro Valley area is served by the Rural Metro Fire Department with three stations located within the Planning Area.

The northeastern section of the Planning Area is served by the Golder Ranch Fire District. A Golder Ranch Fire Station is located at the intersection of Rancho Vistoso Boulevard and Sun City Boulevard. The northwestern portion of the planning area is covered by the Northwest Fire District, working closely with the Rural Metro Fire Department.



Presently, the Planning Area's paramedic/emergency medical treatment needs are served by the Northwest Emergency Center (Tucson Memorial Hospital) at Ina and Pomona Roads. As the Town continues to grow, the possibility of a health care campus, either public or private, should be considered.

The Rancho Vistoso Planned Area Development master plan identifies a future hospital site. With the projected long-term population growth of Rancho Vistoso and the surrounding areas, such a hospital/health care/emergency services facility could be supported.

4.7.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- **Community Policing:** Community policing programs, such as block watch programs and the Citizen's Academy, should be expanded to maintain neighborhood safety. Community policing programs empower residents to take care of their neighborhood in partnership with the Police Department.
- **Facility Planning:** The community's long-range planning must address the need for providing more facilities strategically located throughout the Planning Area to adequately respond in a timely manner to emergency calls. The Town Hall site is geographically located for consideration as a central public safety response center. More dispersed satellite response units should continue to be considered to provide a presence close to residential and employment concentrations.
- **Lighting and Security:** Appropriate lighting and security concerns should be included in all projects.
- **Transportation:** Projected population increases indicate that emphasis should be made on providing safe, efficient transportation corridors to minimize the traffic problems that contribute significantly to accidents, such as congested, poorly designed roadways incapable of handling commuter traffic in/out of Tucson to the south, and access to the interstate highway system.
- **Maintenance:** A transportation maintenance program should be implemented that ensures corridors with reduced hazards, through such measures as street cleaning, routine repair and replacement, striping, and signage.
- **Ordinances:** The Town should consider ordinance provisions that will foster safety goals, such as restrictions on on-street parking, designated parking areas, and driveway sight clearances. With the continued increase in child drownings, fencing requirements could be encouraged for home swimming pools. These ordinances could be enforced through Building Code/Zoning Inspectors, Police, and/or Fire Department personnel.
- **Emergency Training:** Continued improvement and expansion of emergency training programs, such as CPR as necessary. Public awareness programs could be given at the schools or public facilities for desert survival, flash-flooding, dust storms, water safety, and other related subjects. These could also be presented at the elementary schools.
- **Environment:** The detrimental effect humans have on the fragile Sonoran Desert environment should be communicated to all residents of the Planning Area. The eco-systems that are being disturbed — ultimately destroyed — contribute to the elimination of the physical features around Oro Valley. Unless used by an educated public and protected by a responsible Town government, the beauty of the surrounding desert, the untouched mountain vistas, and entire animal communities will be lost forever. The terrain, without proper management of natural resources and an understanding of the landforms and the interrelationship between the elements and human intervention, will erode or otherwise be damaged beyond repair. Hiking trails, bike paths,

and other amenities should be routinely patrolled, not only for the safety of the public but for the protection of the Town's natural resources.

- **Bicycle Safety:** Bicycle safety courses should continue to be provided for all preteens in the planning area.

4.7.4 Element Policies and Recommendations

Following are the Safety Element Policies that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

Goal 7.4.1: To ensure that residents, visitors, and property are adequately protected.

- Policy 4.1A: School site planning in regards to public safety shall be developed as a required finding for development review.
- Policy 4.1B: Provide police substations, or other decentralized facilities, to provide high visibility, quick response, and one-on-one interface with residents. Locate these to respond to growth, whether by development or annexation, using public property where available.
- Policy 4.1C: Continue to expand the community policing program.
- Policy 4.1D: Work closely with various providers (fire districts, schools, etc.) to expand public safety awareness and emergency training programs.
- Policy 4.1E: Implement the CPTED program.

4.7.5 Strategic Implementation

The Strategic Implementation section for the Safety Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.7.5-1, Safety Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.

The Strategic Implementation Program is presented under the following headings:

| | |
|-----------------------|---|
| Action | Provides a brief description of the action strategy necessary to address vision, goals, and policies. |
| Timeframe | Designates a target timeframe for the strategy to be addressed within. |
| Responsibility | Identifies a responsible party for initiating or overseeing that the strategy is accomplished. |

**Table 4.7.5-1: Safety Strategic Implementation Program**

| Action | Time Frame | | | Responsibility |
|--|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Institutionalize a community policing program. | X | | | Police Chief |
| Expand emergency training programs, such as CPR. | | X | | Police Chief; Town Council |
| Expand the Town's public safety awareness program. | | X | | Police Chief; Fire Districts; Amphi School District |
| Expand the bicycle safety course program. | | | X | Police Chief; Amphi School District |
| Implement a Crime Prevention through Environmental Design (CPTED) Program — a program to reduce opportunities for crime by reviewing development plans to ensure easy surveillance, control of access, and establishment of territories (ownership) — with specific criteria when reviewing development proposals. | | X | | Police Chief; Planning Staff |
| Continue the programs to decentralize facilities to provide the best service considering new developments and annexations. | X | X | X | Police Chief; Planning Staff |



4.8 Natural Resource Conservation Element

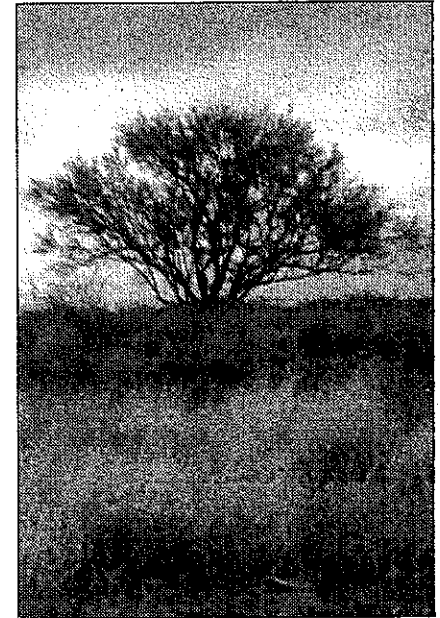
4.8.1 Natural Resource Conservation Statement

Strategically positioned in the complex Upland Sonoran Desert ecosystem, Oro Valley's residents are responsible for the stewardship of unique natural resources. The varied mix of flora and fauna that comprise the biological community represent a naturally occurring harmony that is easily disrupted by human activities. The "delicate setting" also can be drastically affected by relatively small developments in the foothills, mountain ranges, and washes.

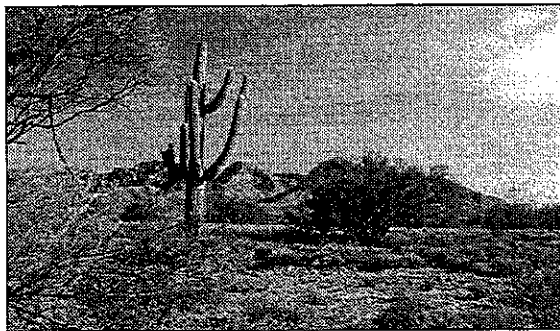
The Town, by applying appropriate community design considerations, has the opportunity to achieve an integration of desirable residential and employment growth while protecting its environmental assets.

Climatic variations, especially temperature extremes and rainfall intensities, are natural conditions that have shaped Oro Valley's environment. Sonoran Desert communities have adapted to, and in fact thrive in, these harsh conditions; however, removal and destruction of habitat can occur through unwise or uncontrolled building and excavation practices.

Protecting the area's natural attributes has been designated by the citizens and Town officials as a high priority among Oro Valley's planning objectives. All other Plan elements, as they are implemented, must be sensitive to the overriding desire to conserve the quality of these resources.



4.8.2 Existing Conditions



The Planning Area is framed by spectacular mountain backdrops of the Catalinas and Tortolitas. Oro Valley enjoys the scenic attractiveness of unspoiled mountain views and vistas. Largely contained in federally and state-owned or protected mountain preserves, the Town is assured continued mountain views, under current federal and state policies.

Foothills, forming an undulating and less rugged apron of landforms, can be more easily developed and are a greater conservation concern. Developments on erodible step slopes,

highly visible from within the Town, can appear as unhealed scars for many years. It is essential that any hillside developments are undertaken with sensitivity to the vistas they present, screening cuts, setting structures into the landscape and, where appropriate, restoring vegetation through the irrigation of hydroseed shall be required as needed. Terraced foothill building sites, often requiring extensive grading and retaining walls, are attractive building locations for residences, resorts, and other similar facilities, with commanding valley-wide views. However, such developments often trigger public reaction concerning the adverse visual impacts.

Occupying the majority of the Town, the desert "flatlands," interspersed with washes and usually dry riverbeds, form the groundplain where most activity occurs. The valley floor supports several unique plant communities, such as the Ironwood Plant Community (west of La Cholla and North of Magee Road) and mesquite bosques along the edges of



floodplains and washes with associated animal communities. These biotic associations encourage a high species diversity and food chain interdependence which should be better understood, and then protected through regulations.

The Town of Oro Valley owes much of its attractiveness and development appeal to the abundance of its natural resources. These resources, however, must be thoughtfully managed by the Town to achieve its maximum long-term potential and retain its well-known character.

Located in the heart of the Sonoran Desert, Oro Valley must cope with a somewhat limited water supply. Within the planning service area of Tucson Water, the Town is part of the Northwest Area Water Plan. Other, private water companies also provide water services within the Town, including Rancho Vistoso Water Company, Canada Hills Water Company, and Metropolitan Domestic Improvement District. The Town has purchased two of these. Several small water companies within the Planning Area but outside the Town are Depoblando Water Company, Mesaland Water Company, and Dateland Water Company. Relatively low precipitation, 15.48 inches (average) per year, and high dissolved mineral content in the water are contributing factors to water quality and supply issues.

Even with these limitations, Oro Valley is fortunate to be located in the special water service area of the Central Arizona Project, thereby virtually assuring the Town of adequate water supplies to support expected growth. The Town's water-related policies are intended to support water resource stewardship.

Recent residential developments, in addition to being served by municipal water supplies, are connected to sewage treatment facilities. The sewage treatment plants provide an opportunity to conserve valuable water supplies through reuse of treated effluent. Properly designed recycling systems should be allowed for individual residences and Planned Area Developments (PADs) to reduce water usage. The Town may also encourage economic, regulatory, or voluntary water conservation practices.

Clean, clear air has always been a hallmark of Oro Valley and has attracted thousands of residents seeking freedom from health-related allergies. However, with increased urbanization reliance on private automobiles for transportation, and increased planting of non-native species for landscaping, higher amounts of suspended particulates and higher pollen counts have become a reality.

Air quality concerns are most effectively addressed at the local level through Town-adopted design standards that can limit undesirable species of plant materials or restrict fossil fuel burning, and through transportation/circulation policies that encourage reduced emissions through conservation practices and emphasize mass transit services. Regional air quality solutions are encouraged that would also benefit Oro Valley.

4.8.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- **Hillside Protection:** Foremost among the vulnerabilities are the results of unrestricted foothill/hillside development. Limits on the type, size, and number of hillside developments will preserve the more sensitive scenic vistas. Integration of allowable built elements with the natural terrain will reduce the impact even further.
- **Scenic Vistas:** Identification of important scenic vistas and views, overlain by use restrictions, easements and the like, can protect and improve view corridors. Lighting and signage standards directed at improving the existing visual environment provide additional means of maintaining and enhancing the Town's image.
- **Air Quality:** When visible air pollution is combined with water vapor (relative humidity) visibility can be dramatically reduced. When pollution and relative humidity are highest, visibility is lowest. The two components,



although not totally within the Town's control, can be reduced through Town initiatives. Ridesharing, consideration of limits on wood-burning fireplaces, and adherence to desert landscaping preferences can be effective local policies to prevent unattractive, unhealthy haze. The significance of "visibility" to Oro Valley lies in the characteristics of Oro Valley's visual environment; the long-range mountain views are necessary to feel the sense of enclosure created by the mountain ranges.

- **Plants and Animals:** Biotic communities require similar protection and enhancement. Inventories of plant and animal communities can be compared with the more desirable development locations. Points of conflict will yield opportunities for the development community and Town government to establish fauna and flora protection strategies and also encourage desirable development schemes. These strategies can be achieved through regulatory practices as well as through working partnerships between developers and the Town. On-site water detention basins, average density designs, land trusts, scenic easements, and similar practices should be explored in sufficient depth to protect the plants and animals and still achieve reasonable land development objectives.
- **Water Conservation:** Certain water detention basins could be operated as recreational water harvesting systems that will conserve more water than consumed. Developers should be encouraged to go beyond simply protecting natural resources. Enhancing and improving existing plant and animal ecosystems, erosion control practices, native species revegetation, and contributions for environmental education are examples of physical and non-physical enhancement practices that add to the long-term value of undeveloped land.

4.8.4 Element Policies and Recommendations

Following are the Natural Resource Conservation Element Policies that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

Goal 8.1: *To protect the Planning Area's natural attributes, which have been designated as a key community value.*

- Policy 8.1A: Aggressively ensure that damage caused by blading is repaired and returned to its natural state.
- Policy 8.1B: Major natural washes and floodplains are to be kept free from development to minimize further flood hazards and maintain natural/riparian areas, and conserve natural groundwater recharge of the aquifer.
- Policy 8.1C: Wash encroachment may be permitted where floodplains are broad and shallow in order to permit a reasonable utilization of property, unless such encroachment impedes natural groundwater recharge of the aquifer.
- Policy 8.1D: Avoid development in flood-prone areas and limit grading practices that contribute to flooding and erosion.
- Policy 8.1E: For drainage basins designated as "balanced basins" and any future basins designated as such, Pima County Floodplain Management policies and regulations shall be adhered to.
- Policy 8.1F: Allow only floodplain-compatible uses in flood-prone areas.
- Policy 8.1G: Indigenous (native desert) vegetation and riparian habitats should be maintained and enhanced where possible.



- Policy 8.1H: Require the protection and at worst case, transplantation of healthy native vegetation within a development or to approved sites outside the project limits.
- Policy 8.1I: Require the use of drought-tolerant vegetation and water-efficient irrigation systems where landscaping and revegetation are implemented.
- Policy 8.1J: Protect air quality through the enforcement of dust control measures.
- Policy 8.1K: Restrict the removal of gravel and other natural resources from washes and flood-prone areas for commercial purposes.
- Policy 8.1L: Monitor and challenge requests for commercial excavation permits on State Trust Lands.
- Policy 8.1M: Identify and protect light-sensitive uses and locations, i.e. Kitt Peak, Mt. Lemon, Mt. Bigelow, and the Pusch Ridge Wilderness area.
- Policy 8.1N: Mass grading is prohibited for all residential developments 2 RAC and under and strongly discouraged throughout the community.
- Policy 8.1O: Restrict the use of non-native plant materials in new developments.
- Policy 8.1P: Support educational programs that promote environmental awareness and natural resource conservation.
- Policy 8.1Q: Conduct an annual natural treasure survey of the Town to identify and protect sites of particular natural beauty or uniqueness.
- Policy 8.1R: Encourage water conservation.
- Policy 8.1S: Groundwater recharge potential should be preserved.
- Policy 8.1T: Encourage use of state-of-the-art treated, effluent to water parks, school grounds, and golf courses.
- Policy 8.1U: Encourage the use of low water, native plants in golf courses, resorts, developments, parks, etc.

4.8.5 Strategic Implementation

The Strategic Implementation section for the Natural Resource Conservation Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.8.5-1, Natural Resource Conservation Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.



The Strategic Implementation Program is presented under the following headings:

- Action** Provides a brief description of the action strategy necessary to address vision, goals, and policies.
- Timeframe** Designates a target timeframe for the strategy to be addressed within.
- Responsibility** Identifies a responsible party for initiating or overseeing that the strategy is accomplished.

Table 4.8.5-1: Natural Resource Conservation Strategic Implementation Program

| Action | Time Frame | | | Responsibility |
|---|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Develop and implement a Riparian Overlay Zone Ordinance. | X | | | Planning & Zoning Director; Commission; Town Council |
| Develop and implement an Environmentally Sensitive Lands Overlay Zone (ESL) Ordinance which would define the criteria of ESL lands and permit a different set of development standards which would act as an incentive to develop such lands in a manner which is compatible with sensitive lands. | X | | | Planning & Zoning Director; Commission; Town Council |
| Strengthen the Hillside Development Overlay Zone (HDZ) Ordinance to further protect the natural topography of the land. | X | | | Planning & Zoning Director; Commission; Town Council |
| Coordinate and cooperate with Pima County, State Lands, nationally organized Conservation Organizations, and the Governor's Preserve Initiative Task Force towards protection and preservation of environmentally sensitive Sonoran Desert lands extending north and west from Honey Bee Canyon/Sausalito Creek to the Tortolita Mountain Park and the Pinal County line for the establishment of a passive use natural recreation area through IGA's, possible leases or acquisitions, land use planning, and other protection strategies. | X | X | X | Planning Director; Town Manager; Town Council; Parks and Recreation Administrator |
| Establish and implement a View Corridor Ordinance to protect scenic views. Inventory significant visual resources and natural open space and adopt development standards that protect significant views and vistas. | | X | | Planning & Zoning Director; Town Manager; Commission; Town Council |
| Develop and enforce a Native Plant Ordinance. | X | | | Planning Staff; Commission; Town Council |
| Develop a policy that requires plant salvage prior to grading operations. | X | | | Planning Staff; Commission; Town Council |

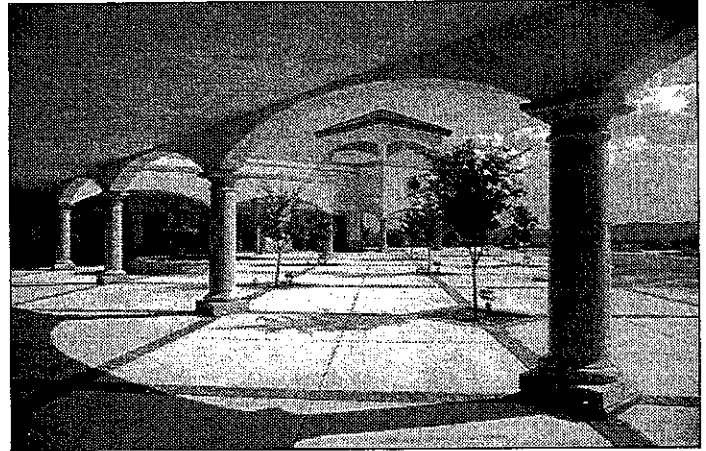




4.9 Community Design Element

4.9.1 Community Design Statement

The citizens of Oro Valley, who have expressed their desire for the development of the Town should, to the greatest extent possible, integrate the manmade built elements into the natural environment with great sensitivity and with minimal disruption to existing topographic forms and ecosystems. In order to foster the realization of these goals of sensitive development and minimal disruption to the existing natural environment, it is critical that future development be sensitively located with large areas of the natural desert left in an undisturbed state for the enjoyment of all residents and the continued viability of existing biotic communities.



4.9.2 Existing Conditions

The Town of Oro Valley is fortunate to have a physical setting that is both beautiful and unique. The Town has as its eastern boundary the Santa Catalina Mountains, which have been protected by incorporation into the Coronado National Forest and Catalina State Park. To the northwest lie the Tortolita Mountains. The City of Tucson is located directly south of the Town of Oro Valley. Scenic views of the mountains are available from most sites within the Planning Area. In addition, due to the higher elevation of Oro Valley, many portions of the Planning Area enjoy impressive views of Tucson, and in particular, its downtown area.

Three major riparian washes, Canada del Oro Wash, Honey Bee Wash, and Big Wash, have significant lengths of their natural courses located within the Oro Valley Planning Area. Therefore, the washes are major elements that will have a large effect on the urban form of the Town and their integration into the form must be carefully addressed.

Oro Valley is situated in the upland division of the Sonoran Desert of the Southwestern United States. Although technically a desert area, the high Sonoran has an incredible diversity of plant and animal life contained in several biotic communities. The Planning Area's flora and fauna communities are fragile in addition to being beautiful. They can be severely damaged by intrusive and negative impacts of poorly considered human activities.

Many elements comprise any community's image. Oro Valley is just beginning to mature into a community with a defined community character. Oro Valley enjoys several types of natural and manmade focal points, such as its mountain backdrop framing the Town, accented by resort and recreation improvements on the lower slopes, that help it achieve a reputation for environmental quality and excellence in the development it encourages or allows. There is also abundant potential for developing new image emphasis in locations, such as enhancing entry points that are not as prominent as they might be.

The existing natural foci that contribute to a positive community image are the scenic mountain vistas and the large, desert wash systems with their associated riparian biotic communities. Components of the manmade environment that, at present, illustrate the desired Oro Valley image are its larger, master-planned resorts and high-quality planned residential communities. Image can be maintained and improved by investing resources in development that blends, rather than contrasts, with existing natural resources.



4.9.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- **Urban Form:** There are many features in the natural and physical environment that can be utilized to create an urban form for the Planning Area that respects its surroundings. Major existing natural features, such as the wash system, mountains, and animal habitats, shall be used to provide a framework that dictates the urban form rather than the urban form dictating natural resources being maintained. Oro Valley residents value greatly the natural environment and all development must sensitively integrate with the natural surroundings. As the community grows, Oro Valley will continue to be recognized for its preservation and sensitive integration of the built environment with the Sonoran Desert.
- **Wash Enhancement:** Development within the Planning Area should blend rather than contrast with the existing natural resources. Further attention to the area's washes could include intensified plantings of natural, riparian landscaping, perhaps highlighted with small, strategically placed water features or arranged in areas where runoff water naturally collects on occasion, would create "oasis" areas, ideal for developing recreation and picnic facilities. Likewise, interpretative centers at significant historical or archaeological sites and further development of pathway systems along the wash network edges (but well removed from flow channels) will also help integrate these natural features into the desired community image.
- **Gateways:** The Town of Oro Valley should consider developing visually attractive gateways along major transportation corridors as a means of denoting, both physically and psychologically, that the traveler is entering or returning to a special place. These gateways should contain variegated, concentrated landscaping together with built features, such as decorative walls or sculptural elements, to form a clear focus. Streetscape accents (including benches, bollards, bus shelters, lighting, and signalization structures) should be located throughout the Town on major thoroughfares and in public plazas. These should be standardized and reflect simplicity of line and functional economy. The gateway sizes and street furniture should be scaled according to the prominence of the location.
- **Hillside Development:** Town officials have demonstrated serious commitment to preserving the mountains, their foothills, and resulting views that are so precious to Oro Valley. However, more must be done. The Town should limit development in critical areas and reduce visual impact of developments on hillsides. Open vistas and the foothills characterize Oro Valley's lifestyle and cannot be regained once they are lost.
- **Design Standards:** Principles basic to all design guidelines should include consistency, continuity, relationship to natural colors and textures, and reduction of visual clutter. These guidelines should apply to site planning, landscaping, and architecture. Site planning standards should specify where development occurs and how it relates to topographical features. Landscaping standards allow the Town and its residents flexibility in the use of plant materials while maintaining a predominantly natural desert image and conserving water resources. Architectural design criteria should develop an architectural "character" without being so rigid as to hamper creative architectural expression.
- **Site Planning:** A major goal of Oro Valley is to preserve the existing natural Sonoran Desert to the greatest extent possible for existing and future generations. One means of accomplishing this task is to delineate view corridors and limit all development within them to uses of small scale and intensity that do not obstruct views. In most areas of the Town, development should be, in addition to being clustered, low-lying — hugging the contours of the natural topography. The corridors themselves should be maintained and improved with the



possible end of including them in a municipal pathway system. Another aspect that should be clearly expressed in the Town's site planning standards is respect for the land. Flora and fauna in existing biotic communities should be left undisturbed whenever and wherever possible.

- **Landscaping Standards:** Oro Valley standards should emphasize and encourage the use of vegetation native to the Sonoran Desert. Other plant materials that are compatible with the climate and topography may also be used to add interest and variety. A crucial determinant in whether a particular plant is appropriate for particular application in Oro Valley will be its water use and need for maintenance.
- **Architectural Design Standards:** Building design standards set a framework of standards within which there is sufficient latitude for individual expression while maintaining the Town's desired architectural character. Buildings should be low and clustered, with varied setbacks, leaving large areas of open space between developments. Within a large project or planned area development, peripheral open space setbacks should be extensive, with tighter setbacks within the building cluster to afford shelter from the summer sun. Standard residential subdivisions and commercial developments require larger setbacks to foster the open, natural feel that Oro Valley desires. Buildings should seem to be a part of, or in, the landscape rather than appearing to be an imposition on the site. The buildings should hug and follow the natural contours of the existing topography.
- **Signage:** In order to protect the visual serenity of the Town, the standards for signage in Oro Valley should be based on trying to get the information across with the least signage possible. Oro Valley should respect the dark sky needs of the region's astronomers as well as the wishes of its own residents. Exceptions may be necessary in areas where security is a major, demonstrated concern, such as schools and large shopping center parking lots. Even in these instances, much light pollution can be avoided by recommending certain fixture placements and lamp types in the design standards.

4.9.4 Element Policies and Recommendations

Following are the Community Design Element Policies that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

Goal 9.1: *To ensure that the built environment is aesthetically pleasing and compatible with the natural surroundings.*

Policy 9.1A: Architectural themes are intended to blend the built environment with natural surroundings.

- ✓ Building height and bulk should be moderate to low intensity, in harmony with individual site attributes.
- ✓ Earth tone colors and masonry/tile materials are strongly preferred.
- ✓ Parking lots with greater than 20-car capacity shall be screened from adjacent uses and public thoroughfares.
- ✓ Require residential development calling for building height in excess of 18 feet to show a variety of roof lines.
- ✓ Require new developments to be compatible through the use of landscaping with native materials and colors predominant in the surrounding natural landscape.

Policy 9.1B: Explore solutions that employ natural materials and prohibit designs that channelize water courses except where extreme threats to public safety would exist.



- Policy 9.1C: Require use of geotextiles or gunite containing integral desert colors for erosion protection as opposed to concrete lining.
- Policy 9.1D: All development proposals should attempt to arrange buildings, massing of buildings, and/or arrangements of lots to preserve views from adjacent properties and streets while providing privacy for residents.
- Policy 9.1E: All development proposals should show design strategies used to minimize changes to existing topography and the disturbance of existing vegetation.
- Policy 9.1F: All sides of buildings may impact their surroundings and should be coherently designed and treated.
- Policy 9.1G: In order to maximize integration of the built environment with the natural environment, and minimize distractions of the built environment, all new development proposals should incorporate means of reducing the apparent size and bulk of buildings.
- Policy 9.1H: Landscape improvements are to:
- ✓ preserve, restore, and enhance the ecological and scenic qualities of the natural landscape;
 - ✓ mitigate negative visual impacts of buildings and parking lots;
 - ✓ add aesthetic charm, interest and character; and
 - ✓ improve the functional use of a site.
- Policy 9.1I: All new development proposals should consider existing landscaping within 400 feet of the project site to provide and maintain landscape continuity within the community.

Goal 9.2: *To ensure access to, and control of, incident solar energy.*

- Policy 9.2A: Site planning and architectural design should be used to reduce heating and cooling demands, provide more comfortable indoor and outdoor living spaces, and avoid blocking or reflecting sun on adjacent public spaces or buildings.

4.9.5 Strategic Implementation

The Strategic Implementation section for the Community Design Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.9.5-1, Community Design Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.



The Strategic Implementation Program is presented under the following headings:

- Action** Provides a brief description of the action strategy necessary to address vision, goals, and policies.
- Timeframe** Designates a target timeframe for the strategy to be addressed within.
- Responsibility** Identifies a responsible party for initiating or overseeing that the strategy is accomplished.

Table 4.9.5-1: Community Design Strategic Implementation Program

| Action | Time Frame | | | Responsibility |
|--|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Review and update development design guidelines/ standards to ensure compatibility with the policies outlined in the General Plan. | X | | | Planning & Zoning Director; Commission; Town Council; Design Review Board |
| Amend design guidelines to encourage "enhanced architecture" which includes wall pop-outs, building materials sensitive color palettes, etc. | X | | | Planning Staff; Commission; Town Council; Design Review Board |





4.10 Cultural and Historic Resources Element

4.10.1 Cultural and Historic Resources Statement

Oro Valley is a town of breathtaking natural beauty and an area that possesses archaeological resources that date from approximately 11,500 years ago to historic times. It is a community that takes seriously its role as stewards for the area's rich historic resources. Oro Valley celebrates the arts and culture and the richness they bring to residents and visitors. The purpose of the Cultural and Historic Resources Element is to acknowledge that the area's past and cultural resources are significant and help shape the Town's future.



4.10.2 Existing Conditions

In 1994, the Town of Oro Valley and Arizona Commission on the Arts completed a Cultural Assessment for the Town. The Assessment involved an inventory of the Town's cultural strengths and resources, and information on how residents wish to see the arts incorporated as their community grows. The assessment methodology included over 50 interviews with those who worked and lived in Oro Valley, representing a variety of segments within the community, from businesses to retirees, to educators to artists. In the interviews, residents were asked how they defined the culture of Oro Valley; what artistic resources existed; how they saw the community developing culturally; and what were the cultural challenges and strengths. After gathering data from residents, two Open Forums were held, in which key findings were shared. At the forums, residents were asked to prioritize those areas they felt were most critical.

Cultural development is defined as being the planning for enhanced quality of life beyond the obvious provisions for public services. Cultural development encompasses the visual and performing arts, from amateur to professional. It includes the celebration of ethnic cultural traditions, the preservation of historic buildings, and the design and aesthetic enhancement of public spaces. And finally, it affirms the importance of *all* the arts in education.

Cultural assessment and planning are based upon the premise that residents of a community can best define their cultural identity, just as towns have long planned for zoning and streets, buildings, and other structural needs.

Contemporary Cultural Resources

The Town of Oro Valley as a whole has no public gathering places large enough for a cultural exchange of ideas and activities. There is a lack of space for festival and community celebrations, and although Town Hall is centrally located, it is used primarily for business-related activities. In addition, Sun City Vistoso has a beautiful, but overbooked, recreation center, yet it is for the use of the residents only.

Oro Valley has rich artistic resources, with a diversity of artists from published writers, to sculptors, to poets, to an opera singer, to a wide range of professional visual artists. Sun City alone has an estimated 750 people who participate in the annual Arts and Crafts Fair and supports a chamber orchestra and several dance groups. Indeed, the arts and the artists in this community have the power to bring people together in a positive and exciting way.



In addition, the schools in Oro Valley are excellent, and provide an added incentive for those who are drawn to the area's natural beauty. Many wish to raise their children in an atmosphere of artistic and academic excellence. Copper Creek Elementary, Cross Junior High, and Canyon del Oro High School are not only ranked high academically, but offer some of the best arts programs in the state. These schools provide an excellent resource to the community which is strengthened by their enthusiasm and willingness to form partnerships with the Town of Oro Valley.

Historical Cultural Resources

In terms of archaeological resources, Oro Valley has an abundance. The Planning Area has archaeological resources that date from approximately 11,500 years ago to historic times. Included in that long span of time are remains of the Paleo-Indian big game hunters, Archaic tradition, and the Hohokam, as well as evidence of Protohistoric peoples, historic Indian groups, and European settlers — Spanish, colonists, Mexicans, and Anglo-Americans.

Evidence of the Paleo-Indian big game hunters is sparse in the Planning Area and remains of the Archaic tradition are more plentiful. Chipped stone and ground stone tools and debris are scattered on the surfaces of the bajadas and slopes of the Santa Catalina Mountains. Some of these surface sites have buried components. Buried Archaic sites can be found in the alluvium of floodplains such as Tanque Verde Wash, the Rillito, and the Santa Cruz River (all located south of Ina Road, the southern boundary of the Planning Area). The buried sites include camp sites and villages with buried hearths, storage pits, and pit houses.

Archaeological remains found in the area including several Rancho Vistoso sites, support evidence of nearby continuous habitation and nomadic visitation. Oro Valley's rich cultural heritage is only partly known today. Yet unidentified archaeological resources provide a vast information source worthy of protection and preservation.

The Hohokams were known to occupy various sites throughout the Tucson Basin and adjacent areas. Remains of Hohokam sites include village sites, farmsteads, or seasonal use habitation sites, irrigation canals and reservoirs, areas where the Hohokam practiced dry farming, sites where desert resources were obtained, rock art sites, and enigmatic trincheras sites — rock alignments and circles or rectangles of stone found with artifact scatters on hillsides and hilltops. The features that together make up a trincheras site also have been found in isolated context, making interpretation even more difficult.

From AD 1690 to 1821 Piman groups and Spanish colonizers occupied the area surrounding present-day Tucson. Because of periodic Apache raids of Indian and Spanish settlements, unprotected encampments were unlikely. Presidios of Tubac and Tucson were established in 1753 and 1776, respectively, to protect Spanish settlers as well as Pima and Papago (Tohono O'odham) villagers.

In 1821 southern Arizona became part of the independent country of Mexico. From this time until 1854, with the Gadsden Purchase, most settlement occurred within the walled Town of Tucson. Sites from this period have been found along the Santa Cruz River, south and west of the Town of Oro Valley. The sites indicate ranching and farming practices.





Anglo-American settlement followed the Mexican occupation. Actual settlement began about 1850 although fur trappers, traders, and travelers on their way to California gold fields passed through the area. However, it was not until the 1880's, when the Apaches were finally defeated, that settlement outside protected Tucson and the Santa Cruz Valley was considered safe.

Ranches and farms of the Territorial period, between 1880-1912, are evident in the Town. The most notable example is Steam Pump Ranch, located in the Oracle Road corridor. This and other ranches served as critical water and rest stops for travelers making their way between Tucson, to the south, and points north. Other sites dating between 1856 (Anglo-American) and the present day include prospect pits, mines and markers, individual dwellings, and other structures.

Archaeological resources are a "diary" of past occurrences, occupations, practices, and cultures. The unfortunate result of reading this archaeological diary is that the resource is destroyed in the process. Current thinking suggests that potential archaeological resources be identified and located but not unearthed unless the resource can be protected. Development of nondestructive analysis and interpretive techniques is in its infancy. Preserving archaeological resources now may allow us to interpret them later without adversely affecting them. Oro Valley's heritage is likely tied directly to historical events of today's greater Tucson area. Regional cultural resource protection, preservation, and enhancement efforts may assist the Town in this area.

4.10.3 Issue Identification

The following section lists some of the critical issues that must be addressed in implementing this element of the General Plan.

- Arts as a Bridge: There is an opportunity to use the arts as a bridge to all segments of the community through festivals, concerts, and local cultural events that bring people together in enjoyment. The Arts Advisory Board is a good resource to plan and motivate the community towards these opportunities. Acquiring land and/or facilities for a community arts gathering place should be a high priority.
- Public Gathering Space: With current land and the proposed annexation, there are opportunities to secure public gathering spaces through the reuse of existing buildings.
- Partnerships: There are opportunities to create partnerships with the schools, from community exhibits of school artwork, to showcasing high school groups at community concerts, to the building of a joint-use auditorium at the next high school planned for the area.
- Visual Identity: There is a possibility to enhance the visual identity of the town through the adoption of a Public Percent for Arts Ordinance or the reallocation of a small portion of Local Transportation Assistance Funds (Lottery).
- Improved Communication: There is a need for more communication between the Town staff/government of Oro Valley and the residents. This communication could be in the form of more networking, partnerships, and/or community celebrations.
- New Facilities: Citizen initiatives to establish new facilities devoted to the arts and/or sciences will increase Oro Valley's renown as a place where cultural pursuits are an integral part of the community. The Town's great physical beauty should be reflected in the architectural excellence of its public, built environment, which should set the tone for design standards being encouraged for private development.



- Preservation of Archaeological Resources: The Planning Area has significant archaeological resources. The community, through partnerships and collaborative efforts, must identify appropriate strategies to protect these resources.
- Housing Archaeological Activities: Subsequent to funding and acquisition, the Town will develop facilities to house and educate the public about the rich historic resources of the area.

4.10.4 Element Policies and Recommendations

Following are the Cultural and Historic Resources Element Policies that together with other element policies implement the Oro Valley Vision for the Future and Community Goals.

Goal 10.1: *To organize the existing elements of arts in the community through the Arts Advisory Board so that broader and more diverse segments of the Greater Oro Valley public will value and embrace the arts as a vital part of their lives.*

Policy 10.1A: Require that the Arts Advisory Board form, support, and assist Visual and Performing Arts Guilds.

Policy 10.1B: The Arts Advisory Board shall provide a coordination structure which will be a clearing house for the financial, venue, and date and time requests coming from the Guilds and any other associated entities.

Policy 10.1C: That the goals articulated by The Arts Advisory Board shall form the basic guideposts and shall define the direction of all arts activities, as the Town of Oro Valley recognizes the vital role they play in a *Community of Excellence!*

Policy 10.1D: Provide venues for the arts beginning with the utilization of current school facilities, then the planning of a school/community center complex and/or joint utilization of Town property, and finally the building of a Community Center.

Policy 10.1E: That the Town continue its support and cooperative effort with the Amphi School District to share school facilities for arts, recreation, and education projects.

Policy 10.1F: Form an Arts Council to raise funds to support the arts.

✓ **Goal 10.2:** *To preserve the unique cultural and historic resources within the Planning Area.*

✓ Policy 10.2A: Require cultural resource surveys for all new developments where evidence of cultural/archaeological resources is found.

✓ Policy 10.2B: Ensure protection of cultural resources discovered during construction.

4.10.5 Strategic Implementation

The Strategic Implementation section for the Cultural and Historic Resource Element of the **Focus 2020: Oro Valley General Plan** is presented on Table 4.10.5-1, Cultural and Historic Element Strategic Implementation. The Five Year Strategic Implementation Program provides the framework for ensuring action on the vision and policies outlined in the General Plan. Annually, the Strategic Implementation Program shall be reviewed and updated as



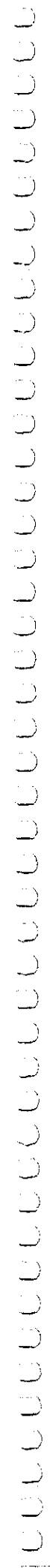
necessary. The success of the Oro Valley General Plan is measured by how well the plan is implemented. Therefore, regular monitoring the plan's implementation is essential.

The Strategic Implementation Program is presented under the following headings:

- Action** Provides a brief description of the action strategy necessary to address vision, goals, and policies.
- Timeframe** Designates a target timeframe for the strategy to be addressed within.
- Responsibility** Identifies a responsible party for initiating or overseeing that the strategy is accomplished.

**Table 4.10.5-1: Cultural and Historic Resource
Element Strategic Implementation**

| Action | Time Frame | | | Responsibility |
|---|------------|--------|--------|---|
| | 0-1yr | 1-3yrs | 3-5yrs | |
| Adopt and implement a Percent for Art Ordinance. | | X | | Town Manager; Town Council |
| Form, support, and assist visual and performing arts guilds. | X | | | Arts Advisory Board |
| Complete the joint-use project with Amphi School District. | X | | | Arts Advisory Board; Amphi School District |
| Plan the School/Community Center complex. | X | | | Arts Advisory Board; Amphi School District; Parks & Recreation Adm. |
| Develop the Community Center. | | X | | Arts Advisory Board; Town Council |
| Form an Arts Council. | X | | | Arts Advisory Board |
| Develop and enforce a Heritage Preservation Ordinance to identify and protect archaeological resources. | X | | | Planning Staff; Commission; Town Council; Parks & Recreation Adv. Board |
| Working with other agencies, develop programs to educate the community on cultural heritage, wildlife, and vegetation of the Honey Bee Canyon area. | X | | | Town Manager; Parks & Recreation Adv. Board |



APPENDIX A

ORO VALLEY GENERAL PLAN UPDATE

RESIDENT TELEPHONE SURVEY

The telephone survey was administered to 356 Oro Valley households. This size sample has a maximum margin of error of 5.00 percent, at a 95-percent confidence level. This means, in theory, that in nineteen cases out of twenty, a sample of this size would not vary more than 5.00 percentage points from the results which would be obtained if all households in Oro Valley had been surveyed.

This Appendix gives the precise **range of error (ER)** for each individual survey finding, as well as a measure called an **"uncertainty index", or UI** for short. This index expresses the degree to which reliance on the statistical findings may be compromised by the size of the sample. This happens most when the responses on "both sides" of an issue are almost evenly matched.

For example: Question 9b asked whether citizens would approve of a property tax to slow growth. The percent of respondents agreeing and disagreeing was 43.0 and 45.2, respectively. At this sample size (356 respondents), the margin of error for both responses is a plus-or-minus 5.0 percentage points. That means, then, that we are ninety-five percent sure that the "true population" percentage agreeing is within the range from 38.0% to 48.0% (5.0% on either side of 43.0%), and that the true percentage disagreeing is within the range 40.2% to 50.2%. But notice that the two ranges of error overlap by 7.8 percentage points. Because of that overlap, there is a statistically significant chance that this sample's findings on this question were the results of chance (sometimes called sampling variability). In theory, in the "true" population, the results could be the opposite of the "sample" population.

The more the overlap, the less we can be certain about the extent of agreement in the whole population. The "uncertainty index" or UI figure accompanying the following tables, expresses the overlap as a percentage of the total range spanned by both ranges of error. In our example, the total range is from 38.0% to 50.2%, a span of 12.2 percentage points. The overlap of 7.8 percentage points, then, is 64 percent of the total range, so: UI=64%.

The survey has been tabulated at the 95 percent confidence level. This means that there is only a five-percent chance that a "true" population percentage would be outside the range-of-error calculated around the "sample" percentage. A five-percent chance of that kind of error may not seem very high, but we are not able to refute the chance that this sample is the one-out-of-twenty which is not representative, on any given question.

For most questions in this survey, the uncertainty index is zero (UI=0%), meaning that the margin between agreement and disagreement is sufficiently large that it could not have resulted from sampling variability.

APPENDIX A: FREQUENCY TABULATION OF SURVEY QUESTIONS

1. First we have to make sure we are talking only with Oro Valley residents.
Do you live in the Town of Oro Valley?

(This question was used to assure that only Oro Valley residents were included in the survey sample.)

2. How long have you lived in Oro Valley?

| | | |
|---------------|----|-------|
| One | 36 | 10.1% |
| Two | 60 | 16.9% |
| Three | 51 | 14.3% |
| Four | 41 | 11.5% |
| Five | 39 | 11.0% |
| Six | 13 | 3.7% |
| Seven | 31 | 8.7% |
| Eight or more | 85 | 23.9% |

3. How many people are in your household?

| | | |
|----------------|-----|-------|
| One | 31 | 8.7% |
| Two | 225 | 63.2% |
| Three | 42 | 11.8% |
| Four | 38 | 10.7% |
| Five or more | 17 | 4.8% |
| Refused to say | 3 | 0.8% |

4. I am going to read some statements about how Oro Valley could evolve.
Please tell me if you agree with the statement, disagree, or are undecided.

- 4a. I am comfortable with the rate of growth in Oro Valley.

| | | | |
|-----------|-----|-------------------------|--------|
| Agree | 145 | 40.7% (ER=35.8 to 45.6) | UI=13% |
| Disagree | 172 | 48.3% (ER=43.3 to 53.3) | |
| Undecided | 39 | 11.0% | |

- 4b. If a wider variety of shopping opportunities were available, I would definitely spend more of my money in Town.

| | | | |
|-----------|-----|-------------------------|-------|
| Agree | 275 | 77.2% (ER=73.0 to 81.4) | UI=0% |
| Disagree | 59 | 16.6% (ER=12.9 to 20.3) | |
| Undecided | 22 | 6.2% | |

- 4c. More retirement communities should be developed in the Town.

| | | | |
|-----------|-----|-------------------------|-------|
| Agree | 93 | 26.1% (ER=21.7 to 30.5) | UI=0% |
| Disagree | 167 | 46.9% (ER=41.9 to 51.9) | |
| Undecided | 96 | 27.0% | |

(Question 4, continued)

4d. The Town should encourage the development of a variety of housing types, sizes, and price ranges.

| | | | | |
|-----------|-----|-------|-------------------|--------|
| Agree | 163 | 45.8% | (ER=40.8 to 50.8) | UI=23% |
| Disagree | 141 | 39.6% | (ER=34.7 to 44.5) | |
| Undecided | 52 | 14.6% | | |

4e. The Town should encourage the development of job opportunities for residents with various skills.

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Agree | 229 | 64.3% | (ER=59.5 to 69.1) | UI=0% |
| Disagree | 83 | 23.3% | (ER=19.1 to 27.5) | |
| Undecided | 44 | 12.4% | | |

5. Should Oro Valley have more commercial areas designated in the community?

| | | | | |
|-----------|-----|-------|-------------------|--------|
| Yes | 148 | 41.6% | (ER=36.7 to 46.5) | UI=71% |
| No | 154 | 43.3% | (ER=38.3 to 48.3) | |
| Undecided | 54 | 15.1% | | |

(The next six questions were asked only of the 148 respondents who answered "Yes" to the previous question.)

Please answer Yes or No whether you see the need for the following types of business.

5a. (Is there a need for) Restaurants?

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 142 | 96.0% | (ER=92.9 to 99.1) | UI=0% |
| No | 3 | 2.0% | (ER= 0.3 to 5.7) | |
| Undecided | 3 | 2.0% | | |

5b. (Is there a need for) Drugstores?

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 123 | 83.1% | (ER=77.1 to 89.1) | UI=0% |
| No | 23 | 15.5% | (ER= 9.7 to 21.2) | |
| Undecided | 2 | 1.4% | | |

5c. (Is there a need for) Laundry or Dry Cleaning Services?

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 102 | 68.9% | (ER=61.6 to 76.2) | UI=0% |
| No | 40 | 27.0% | (ER=19.9 to 34.0) | |
| Undecided | 6 | 4.1% | | |

5d. (Is there a need for) Insurance Agencies?

| | | | | |
|-----------|----|-------|-------------------|--------|
| Yes | 64 | 43.2% | (ER=35.3 to 51.1) | UI=65% |
| No | 69 | 46.6% | (ER=38.7 to 54.5) | |
| Undecided | 15 | 10.2% | | |

(Question 5, continued)

5e. (Is there a need for) Automobile Sales?

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 22 | 14.9% | (ER= 9.2 to 20.6) | UI=0% |
| No | 119 | 80.4% | (ER=74.1 to 86.7) | |
| Undecided | 7 | 4.7% | | |

5f. (Is there a need for) Medical Offices?

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 126 | 85.1% | (ER=79.4 to 90.8) | UI=0% |
| No | 18 | 12.2% | (ER= 7.0 to 17.4) | |
| Undecided | 4 | 2.7% | | |

6. Should business growth be encouraged so that more people can live and work in Oro Valley?

| | | | | |
|-----------|-----|-------|-------------------|--------|
| Yes | 167 | 46.9% | (ER=41.9 to 51.9) | UI=21% |
| No | 144 | 40.4% | (ER=35.5 to 45.3) | |
| Undecided | 45 | 12.7% | | |

(The next four questions were asked only of the 167 respondents who answered "Yes" to the previous question.)

I am going to read four types of businesses. Tell me, Yes or No, whether these would be acceptable in Oro Valley.

6a. (Acceptable?) Office or Professional Businesses

| | | | | |
|-----------|-----|-------|--------------------|-------|
| Yes | 164 | 98.2% | (ER=96.2 to 100.0) | UI=0% |
| No | 3 | 1.8% | (ER= 0.0 to 3.8) | |
| Undecided | 0 | 0.0% | | |

6b. (Acceptable?) Manufacturing

| | | | | |
|-----------|----|-------|-------------------|-------|
| Yes | 47 | 28.1% | (ER=21.4 to 34.8) | UI=0% |
| No | 96 | 57.5% | (ER=50.1 to 64.9) | |
| Undecided | 24 | 14.4% | | |

6c. (Acceptable?) Home-based Businesses

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 124 | 74.3% | (ER=67.8 to 80.8) | UI=0% |
| No | 36 | 21.6% | (ER=15.5 to 27.7) | |
| Undecided | 7 | 4.1% | | |

6d. (Acceptable?) High Tech Research and Development

| | | | | |
|-----------|-----|-------|-------------------|------|
| Yes | 138 | 82.6% | (ER=76.9 to 88.3) | UI=0 |
| No | 18 | 10.8% | (ER= 6.2 to 15.4) | |
| Undecided | 11 | 6.6% | | |

7. Currently, the Town does not have any land designated for non-retail businesses such as light manufacturing. Should this be changed?

| | | | |
|-----------|-----|-------------------------|-------|
| Yes | 107 | 30.1% (ER=25.5 to 34.7) | UI=0% |
| No | 226 | 63.5% (ER=58.7 to 68.3) | |
| Undecided | 23 | 6.4% | |

8. Most people agree that it is not a good idea to have single family homes and commercial development right next to each other. Which of the following land uses do you think are acceptable in the spaces between?

- 8a. (Acceptable?) Apartments

| | | | |
|-----------|-----|-------------------------|-------|
| Yes | 95 | 26.7% (ER=22.3 to 31.1) | UI=0% |
| No | 244 | 68.5% (ER=63.8 to 73.2) | |
| Undecided | 17 | 4.8% | |

- 8b. (Acceptable?) Mobile Homes

| | | | |
|-----------|-----|-------------------------|-------|
| Yes | 37 | 10.4% (ER= 7.3 to 13.5) | UI=0% |
| No | 310 | 87.1% (ER=83.7 to 90.4) | |
| Undecided | 9 | 2.5% | |

- 8c. (Acceptable?) Landscaped Areas

| | | | |
|-----------|-----|-------------------------|-------|
| Yes | 320 | 89.9% (ER=86.9 to 92.9) | UI=0% |
| No | 23 | 6.5% (ER= 4.0 to 9.0) | |
| Undecided | 13 | 3.6% | |

- 8d. (Acceptable?) Trails and Natural Areas

| | | | |
|-----------|-----|-------------------------|-------|
| Yes | 337 | 94.7% (ER=92.4 to 96.9) | UI=0% |
| No | 16 | 4.5% (ER= 2.4 to 6.6) | |
| Undecided | 3 | 0.8% | |

9. Currently, 40% of the Town's revenue comes from taxes and fees on construction. But this is a one-time revenue source. Unlike many communities, Oro Valley does not have a property tax. With that in mind, would you approve of a property tax for any of the following reasons?

- 9a. Tax to acquire and develop parks

| | | | |
|-----------|-----|-------------------------|-------|
| Yes | 225 | 63.2% (ER=58.4 to 68.0) | UI=0% |
| No | 115 | 32.3% (ER=27.6 to 36.9) | |
| Undecided | 16 | 4.5% | |

- 9b. Tax to slow growth

| | | | |
|-----------|-----|-------------------------|--------|
| Yes | 153 | 43.0% (ER=38.0 to 48.0) | UI=64% |
| No | 161 | 45.2% (ER=40.2 to 50.2) | |
| Undecided | 42 | 11.8% | |

(Question 9, continued)

9c. Tax for maintenance of public safety services

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 226 | 63.5% | (ER=58.7 to 68.3) | UI=0% |
| No | 103 | 28.9% | (ER=24.3 to 33.4) | |
| Undecided | 27 | 7.6% | | |

9d. Tax for street construction and maintenance, drainage and other improvements

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 227 | 63.8% | (ER=59.0 to 68.6) | UI=0% |
| No | 113 | 31.7% | (ER=27.0 to 36.4) | |
| Undecided | 16 | 4.5% | | |

9e. Tax for development of a community center

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 130 | 36.5% | (ER=31.7 to 41.3) | UI=0% |
| No | 204 | 57.3% | (ER=52.3 to 62.2) | |
| Undecided | 22 | 6.2% | | |

9f. Tax to acquire land for open space, such as Honey Bee Canyon

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 201 | 56.5% | (ER=51.5 to 61.5) | UI=0% |
| No | 126 | 35.4% | (ER=30.6 to 40.2) | |
| Undecided | 29 | 8.1% | | |

10a. Currently, Oro Valley is projected to be 40,000 residents when all residential land is developed at the densities currently permitted. Should Oro Valley discourage growth by making it more costly to develop land?

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 185 | 52.0% | (ER=47.0 to 57.0) | UI=0% |
| No | 118 | 33.1% | (ER=28.4 to 37.8) | |
| Undecided | 53 | 14.9% | | |

10b. Should Oro Valley discourage growth by making it more costly to operate a business here?

| | | | | |
|-----------|-----|-------|-------------------|-------|
| Yes | 91 | 25.6% | (ER=21.2 to 30.0) | UI=0% |
| No | 233 | 65.4% | (ER=60.6 to 70.2) | |
| Undecided | 32 | 9.0% | | |

11. Please give me three or four words which describe the attractiveness of Oro Valley as a place to live.

(In this tabulation of items mentioned (ranked by frequency of mention), the percentage is based upon the total number of items mentioned, not upon the number of respondents.)

| | | |
|---------------------------------------|-----|-------|
| Attractive area | 139 | 26.9% |
| Scenic/mountains/natural beauty | 86 | 16.6% |
| Safe/low crime | 50 | 9.7% |
| Small town/less developed | 45 | 8.7% |
| Quality police force | 44 | 8.5% |
| Quiet/peaceful | 43 | 8.3% |
| Comfortable/pleasant | 23 | 4.4% |
| Clean | 16 | 3.1% |
| Convenient location/close to Tucson | 13 | 2.5% |
| Friendly people | 9 | 1.7% |
| Uncrowded/open spaces/rural | 9 | 1.7% |
| No industry/no commercial development | 7 | 1.4% |
| Upscale/upper class | 7 | 1.4% |
| Good climate | 7 | 1.4% |
| Good schools | 5 | 1.0% |
| Good place to raise kids | 3 | 0.6% |
| All other responses | 11 | 2.1% |

12. Please tell me into which age group you fall.

| | | |
|-------------|-----|-------|
| Under 20 | 3 | 0.8% |
| 20-34 | 25 | 7.0% |
| 35-49 | 77 | 21.6% |
| 50-64 | 115 | 32.3% |
| 65 or older | 130 | 36.5% |

APPENDIX B: DEMOGRAPHIC CROSSTABULATION OF SURVEY QUESTIONS

The following pages present all survey questions cross-tabulated against three dichotomous demographic variables:

(1) age of respondent:

<50 -- under 50 years of age

50+ -- 50 years and older

(2) size of household:

SML -- small household: fewer than three persons

LRG -- large household: three or more persons

(3) length of residency in Oro Valley:

NEW -- new resident: four or fewer years

EST -- established resident: five or more years

1. First we have to make sure we are talking only with Oro Valley residents.
Do you live in the Town of Oro Valley?

(This question was used to assure that only Oro Valley residents were included in the survey sample.)

2. How long have you lived in Oro Valley?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|---------------|----|------------|---------------|------------|------------|------------|------------|------------|
| One | 36 | 10.1% | 15% | 8% | 10% | 10% | 19% | 0% |
| Two | 60 | 16.9% | 17% | 17% | 18% | 14% | 32% | 0% |
| Three | 51 | 14.3% | 19% | 13% | 13% | 19% | 27% | 0% |
| Four | 41 | 11.5% | 10% | 12% | 12% | 10% | 22% | 0% |
| Five | 39 | 11.0% | 12% | 10% | 11% | 11% | 0% | 23% |
| Six | 13 | 3.7% | 2% | 4% | 4% | 2% | 0% | 8% |
| Seven | 31 | 8.7% | 2% | 11% | 9% | 7% | 0% | 18% |
| Eight or more | 85 | 23.9% | 22% | 24% | 23% | 26% | 0% | 51% |

3. How many people are in your household?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|----------------|-----|------------|---------------|------------|------------|------------|------------|------------|
| One | 31 | 8.7% | 6% | 10% | 12% | 0% | 7% | 11% |
| Two | 225 | 63.2% | 25% | 80% | 88% | 0% | 65% | 61% |
| Three | 42 | 11.8% | 25% | 6% | 0% | 43% | 14% | 10% |
| Four | 38 | 10.7% | 30% | 2% | 0% | 39% | 10% | 12% |
| Five or more | 17 | 4.8% | 14% | 1% | 0% | 18% | 4% | 6% |
| Refused to say | 3 | 0.8% | 0% | 0% | 0% | 0% | 0% | 1% |

4. I am going to read some statements about how Oro Valley could evolve. Please tell me if you agree with the statement, disagree, or are undecided.

4a. I am comfortable with the rate of growth in Oro Valley.

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Agree | 145 | 40.7% | 44% | 40% | 40% | 46% | 43% | 38% |
| Disagree | 172 | 48.3% | 45% | 49% | 50% | 42% | 44% | 53% |
| Undecided | 39 | 11.0% | 11% | 11% | 11% | 11% | 13% | 9% |

4b. If a wider variety of shopping opportunities were available, I would definitely spend more of my money in Town.

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Agree | 275 | 77.2% | 75% | 79% | 79% | 74% | 85% | 69% |
| Disagree | 59 | 16.6% | 16% | 16% | 15% | 19% | 11% | 23% |
| Undecided | 22 | 6.2% | 9% | 5% | 7% | 7% | 5% | 8% |

4c. More retirement communities should be developed in the Town.

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Agree | 93 | 26.1% | 15% | 31% | 30% | 18% | 22% | 30% |
| Disagree | 167 | 46.9% | 51% | 44% | 45% | 50% | 43% | 52% |
| Undecided | 96 | 27.0% | 33% | 24% | 25% | 33% | 35% | 18% |

4d. The Town should encourage the development of a variety of housing types, sizes, and price ranges.

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Agree | 163 | 45.8% | 49% | 44% | 47% | 42% | 47% | 44% |
| Disagree | 141 | 39.6% | 43% | 38% | 36% | 48% | 38% | 42% |
| Undecided | 52 | 14.6% | 8% | 17% | 16% | 10% | 15% | 14% |

4e. The Town should encourage the development of job opportunities for residents with various skills.

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Agree | 229 | 64.3% | 72% | 61% | 63% | 67% | 69% | 59% |
| Disagree | 83 | 23.3% | 21% | 25% | 23% | 26% | 20% | 27% |
| Undecided | 44 | 12.4% | 7% | 14% | 14% | 7% | 11% | 14% |

5. Should Oro Valley have more commercial areas designated in the community?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 148 | 41.6% | 47% | 39% | 40% | 45% | 44% | 39% |
| No | 154 | 43.3% | 43% | 44% | 43% | 45% | 36% | 51% |
| Undecided | 54 | 15.1% | 11% | 17% | 17% | 9% | 20% | 10% |

(Question 5, continued)

(The next six questions were asked only of the 148 respondents who answered "Yes" to the previous question.)

Please answer Yes or No whether you see the need for the following types of business.

5a. (Is there a need for) Restaurants?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 142 | 96.0% | 100% | 94% | 94% | 100% | 98% | 94% |
| No | 3 | 2.0% | 0% | 3% | 3% | 0% | 1% | 3% |
| Undecided | 3 | 2.0% | 0% | 3% | 3% | 0% | 1% | 3% |

5b. (Is there a need for) Drugstores?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 123 | 83.1% | 84% | 82% | 85% | 80% | 78% | 89% |
| No | 23 | 15.5% | 16% | 16% | 14% | 20% | 21% | 9% |
| Undecided | 2 | 1.4% | 0% | 2% | 2% | 0% | 1% | 2% |

5c. (Is there a need for) Laundry or Dry Cleaning Services?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 102 | 68.9% | 76% | 67% | 69% | 68% | 73% | 63% |
| No | 40 | 27.0% | 24% | 28% | 26% | 30% | 23% | 32% |
| Undecided | 6 | 4.1% | 2% | 5% | 5% | 2% | 4% | 5% |

5d. (Is there a need for) Insurance Agencies?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 64 | 43.2% | 49% | 39% | 43% | 43% | 47% | 39% |
| No | 69 | 46.6% | 45% | 49% | 46% | 50% | 43% | 51% |
| Undecided | 15 | 10.2% | 6% | 12% | 12% | 7% | 10% | 10% |

5e. (Is there a need for) Automobile Sales?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 22 | 14.9% | 20% | 12% | 16% | 14% | 16% | 14% |
| No | 119 | 80.4% | 77% | 82% | 79% | 84% | 78% | 83% |
| Undecided | 7 | 4.7% | 2% | 6% | 5% | 2% | 6% | 3% |

5f. (Is there a need for) Medical Offices?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 126 | 85.1% | 77% | 89% | 85% | 84% | 83% | 88% |
| No | 18 | 12.2% | 14% | 12% | 13% | 11% | 12% | 12% |
| Undecided | 4 | 2.7% | 8% | 0% | 2% | 5% | 5% | 0% |

6. Should business growth be encouraged so that more people can live and work in Oro Valley?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 167 | 46.9% | 49% | 46% | 46% | 49% | 53% | 40% |
| No | 144 | 40.4% | 40% | 41% | 42% | 37% | 34% | 48% |
| Undecided | 45 | 12.7% | 11% | 13% | 12% | 13% | 14% | 11% |

(The next four questions were asked only of the 167 respondents who answered "Yes" to the previous question.)

I am going to read four types of businesses. Tell me, Yes or No, whether these would be acceptable in Oro Valley.

6a. (Acceptable?) Office or Professional Businesses

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 164 | 98.2% | 98% | 97% | 97% | 100% | 99% | 97% |
| No | 3 | 1.8% | 2% | 3% | 3% | 0% | 1% | 3% |
| Undecided | 0 | 0.0% | 0% | 0% | 0% | 0% | 0% | 0% |

6b. (Acceptable?) Manufacturing

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 47 | 28.1% | 37% | 23% | 27% | 31% | 26% | 31% |
| No | 96 | 57.5% | 53% | 61% | 57% | 58% | 60% | 54% |
| Undecided | 24 | 14.4% | 10% | 16% | 16% | 10% | 14% | 15% |

6c. (Acceptable?) Home-based Businesses

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 124 | 74.3% | 86% | 69% | 70% | 83% | 74% | 75% |
| No | 36 | 21.6% | 10% | 27% | 26% | 12% | 21% | 22% |
| Undecided | 7 | 4.1% | 4% | 4% | 4% | 4% | 5% | 3% |

6d. (Acceptable?) High Tech Research and Development

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 138 | 82.6% | 73% | 87% | 87% | 75% | 80% | 87% |
| No | 18 | 10.8% | 18% | 7% | 8% | 17% | 12% | 9% |
| Undecided | 11 | 6.6% | 10% | 5% | 6% | 8% | 8% | 4% |

7. Currently, the Town does not have any land designated for non-retail businesses such as light manufacturing. Should this be changed?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 107 | 30.1% | 31% | 29% | 32% | 26% | 31% | 29% |
| No | 226 | 63.5% | 62% | 65% | 62% | 68% | 61% | 66% |
| Undecided | 23 | 6.4% | 7% | 6% | 6% | 6% | 8% | 5% |

8. Most people agree that it is not a good idea to have single family homes and commercial development right next to each other. Which of the following land uses do you think are acceptable in the spaces between?

8a. (Acceptable?) Apartments

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 95 | 26.7% | 29% | 25% | 26% | 28% | 22% | 32% |
| No | 244 | 68.5% | 68% | 70% | 70% | 66% | 71% | 66% |
| Undecided | 17 | 4.8% | 4% | 5% | 4% | 6% | 6% | 3% |

8b. (Acceptable?) Mobile Homes

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 37 | 10.4% | 16% | 8% | 10% | 11% | 12% | 9% |
| No | 310 | 87.1% | 79% | 91% | 88% | 86% | 85% | 90% |
| Undecided | 9 | 2.5% | 5% | 1% | 2% | 3% | 4% | 1% |

8c. (Acceptable?) Landscaped Areas

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 320 | 89.9% | 88% | 91% | 91% | 88% | 91% | 89% |
| No | 23 | 6.5% | 9% | 6% | 6% | 8% | 7% | 6% |
| Undecided | 13 | 3.6% | 4% | 3% | 3% | 4% | 2% | 5% |

8d. (Acceptable?) Trails and Natural Areas

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 337 | 94.7% | 96% | 95% | 94% | 97% | 96% | 93% |
| No | 16 | 4.5% | 4% | 5% | 5% | 3% | 4% | 5% |
| Undecided | 3 | 0.8% | 0% | 1% | 1% | 0% | 0% | 2% |

9. Currently, 40% of the Town's revenue comes from taxes and fees on construction. But this is a one-time revenue source. Unlike many communities, Oro Valley does not have a property tax. With that in mind, would you approve of a property tax for any of the following reasons?

9a. Tax to acquire and develop parks

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 225 | 63.2% | 77% | 57% | 59% | 74% | 69% | 57% |
| No | 115 | 32.3% | 22% | 37% | 37% | 22% | 27% | 39% |
| Undecided | 16 | 4.5% | 1% | 6% | 5% | 4% | 5% | 4% |

9b. Tax to slow growth

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 153 | 43.0% | 41% | 44% | 45% | 36% | 46% | 40% |
| No | 161 | 45.2% | 46% | 45% | 44% | 49% | 40% | 51% |
| Undecided | 42 | 11.8% | 13% | 11% | 11% | 16% | 14% | 9% |

(Question 9, continued)

9c. Tax for maintenance of public safety services

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 226 | 63.5% | 69% | 61% | 62% | 67% | 66% | 61% |
| No | 103 | 28.9% | 24% | 31% | 31% | 24% | 25% | 33% |
| Undecided | 27 | 7.6% | 7% | 8% | 7% | 9% | 9% | 6% |

9d. Tax for street construction and maintenance, drainage and other improvements

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 227 | 63.8% | 74% | 60% | 61% | 71% | 69% | 58% |
| No | 113 | 31.7% | 23% | 35% | 35% | 24% | 25% | 39% |
| Undecided | 16 | 4.5% | 3% | 5% | 4% | 5% | 6% | 3% |

9e. Tax for development of a community center

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 130 | 36.5% | 53% | 30% | 31% | 51% | 43% | 29% |
| No | 204 | 57.3% | 43% | 63% | 62% | 44% | 50% | 66% |
| Undecided | 22 | 6.2% | 4% | 7% | 7% | 4% | 7% | 5% |

9f. Tax to acquire land for open space, such as Honey Bee Canyon

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 201 | 56.5% | 61% | 55% | 56% | 57% | 62% | 51% |
| No | 126 | 35.4% | 30% | 37% | 36% | 34% | 28% | 43% |
| Undecided | 29 | 8.1% | 9% | 8% | 8% | 9% | 10% | 6% |

10a. Currently, Oro Valley is projected to be 40,000 residents when all residential land is developed at the densities currently permitted. Should Oro Valley discourage growth by making it more costly to develop land?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 185 | 52.0% | 48% | 54% | 53% | 46% | 55% | 49% |
| No | 118 | 33.1% | 36% | 31% | 32% | 37% | 30% | 36% |
| Undecided | 53 | 14.9% | 16% | 15% | 15% | 17% | 15% | 15% |

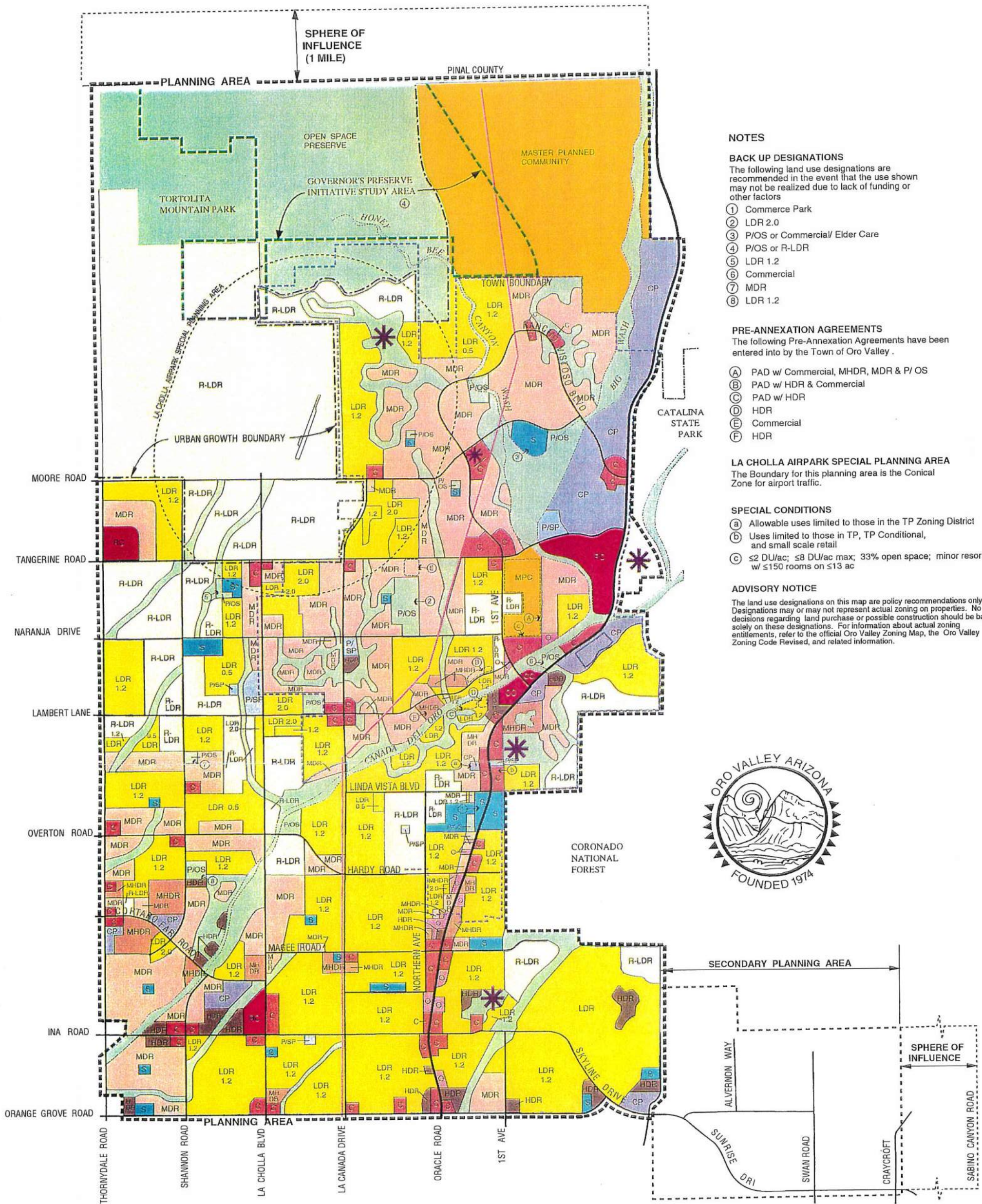
10b. Should Oro Valley discourage growth by making it more costly to operate a business here?

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-----------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Yes | 91 | 25.6% | 17% | 30% | 28% | 19% | 23% | 28% |
| No | 233 | 65.4% | 71% | 62% | 64% | 69% | 65% | 66% |
| Undecided | 32 | 9.0% | 11% | 8% | 7% | 14% | 11% | 6% |

12. Please tell me into which age group you fall.

| | | <u>ALL</u> | <u><50</u> | <u>50+</u> | <u>SML</u> | <u>LRG</u> | <u>NEW</u> | <u>EST</u> |
|-------------|-----|------------|---------------|------------|------------|------------|------------|------------|
| Under 20 | 3 | 0.8% | 3% | 0% | 0% | 2% | 0% | 1% |
| 20-34 | 25 | 7.0% | 24% | 0% | 2% | 20% | 10% | 4% |
| 35-49 | 77 | 21.6% | 73% | 0% | 10% | 54% | 24% | 19% |
| 50-64 | 115 | 32.3% | 0% | 47% | 37% | 20% | 32% | 33% |
| 65 or older | 130 | 36.5% | 0% | 53% | 49% | 5% | 33% | 40% |
| Refused | 6 | 1.7% | 0% | 0% | 1% | 1% | 1% | 0% |

* * * * *



NOTES

BACK UP DESIGNATIONS

The following land use designations are recommended in the event that the use shown may not be realized due to lack of funding or other factors

- ① Commerce Park
- ② LDR 2.0
- ③ P/OS or Commercial/ Elder Care
- ④ P/OS or R-LDR
- ⑤ LDR 1.2
- ⑥ Commercial
- ⑦ MDR
- ⑧ LDR 1.2

PRE-ANNEXATION AGREEMENTS

The following Pre-Annexation Agreements have been entered into by the Town of Oro Valley .

- (A) PAD w/ Commercial, MHDR, MDR & P/ OS
- (B) PAD w/ HDR & Commercial
- (C) PAD w/ HDR
- (D) HDR
- (E) Commercial
- (F) HDR

LA CHOLLA AIRPARK SPECIAL PLANNING AREA

The Boundary for this planning area is the Conical Zone for airport traffic.

SPECIAL CONDITIONS

- (a) Allowable uses limited to those in the TP Zoning District
- (b) Uses limited to those in TP, TP Conditional, and small scale retail
- (c) ≤2 DU/ac; ≤8 DU/ac max; 33% open space; minor resort w/ ≤150 rooms on ≤13 ac

ADVISORY NOTICE

The land use designations on this map are policy recommendations only. Designations may or may not represent actual zoning on properties. No decisions regarding land purchase or possible construction should be based solely on these designations. For information about actual zoning entitlements, refer to the official Oro Valley Zoning Map, the Oro Valley Zoning Code Revised, and related information.



TOWN of ORO VALLEY GENERAL PLAN

LAND USE

| | | | | | |
|---------|---|------|----------------------------|------|-------------------|
| R-LDR | RURAL LOW DENSITY RESIDENTIAL (0 - 0.3 DU/ac) | MPC | MASTER PLANNED COMMUNITIES | P/OS | PARKS/OPEN SPACE |
| LDR 0.5 | LOW DENSITY RESIDENTIAL (0.4 - 0.5 DU/ac) | RC | REGIONAL COMMERCIAL | S | SCHOOLS |
| LDR 1.2 | LOW DENSITY RESIDENTIAL (0.6 - 1.2 DU/ac) | CC | COMMUNITY COMMERCIAL | TL | TRANSMISSION LINE |
| LDR 2.0 | LOW DENSITY RESIDENTIAL (1.3 - 2.0 DU/ac) | NC | NEIGHBORHOOD COMMERCIAL | TB | TOWN BOUNDARY |
| MDR | MEDIUM DENSITY RESIDENTIAL (2.1 - 5.0 DU/ac) | O | OFFICE | R | RESORT |
| MHDR | MEDIUM-HIGH DENSITY RESIDENTIAL (5.1 - 10.0 DU/ac) | CP | COMMERCE PARK | | |
| HDR | HIGH DENSITY RESIDENTIAL (10+ DU/ac) | P/SP | PUBLIC/SEMI PUBLIC | | |

