

Community and Economic Development Department (CED)

Paul Melcher, CED Director



Town of Oro Valley



Town of Oro Valley

Community and Economic Development (CED) Department

Essential functions for Oro Valley

Business retention, expansion and attraction programs

General Plan and Strategic Plan Implementation

Land Planning

Annexation area zoning and economic analysis support

Planning, permitting, inspections and monitoring of construction projects

Protection of property and public safety via review and approval processes

Creation of new primary and secondary employment opportunities

Explore Oro Valley Tourism Master Plan and website

Implementation of an OV-centric tourism strategy

Business and Short-Term Rental Licensing



Ec Dev: Comprehensive Economic Development Strategy (CEDS)



Town of Oro Valley

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Building a resilient economy. Creating opportunities. Enhancing quality of life.



1

PRIMARY EMPLOYER RECRUITMENT, RETENTION, AND EXPANSION

Attract, support, and grow quality employers that provide high-wage jobs and long-term economic stability.



2

SHOVEL- READY SITES

Develop and position prime, infrastructure-ready sites to attract investment and accelerate business growth.



3

LIFESTYLE AND TECH STARTUPS

Foster innovation and entrepreneurship by supporting lifestyle businesses and tech startups that drive diversification and job creation.



4

RETAIL RECRUITMENT STRATEGIES

Attract quality retail, dining, and entertainment options that meet community needs and enhance the visitor experience.



5

EFFECTIVE AND EFFICIENT GOVERNMENT SUPPORT OF BUSINESS

Streamline processes, reduce barriers, and deliver exceptional service to create a business-friendly environment.



6

TOURISM STRATEGIES

Promote Oro Valley as a premier destination for outdoor adventure, sports, events, and cultural experiences year-round.



7

WORKFORCE DEVELOPMENT: ATTRACTION, RETENTION, SKILLING

Build a strong talent pipeline by attracting talent, retaining workers, and providing training and education to meet employer needs.



8

MARKETING AND PROMOTION

Elevate Oro Valley's brand and communicate our unique assets to attract businesses, residents, and visitors.



ONE VISION. **EIGHT STRATEGIC PRIORITIES.** A THRIVING ORO VALLEY.

These priorities work together to strengthen our economy, improve quality of life, and ensure a vibrant future for our community.

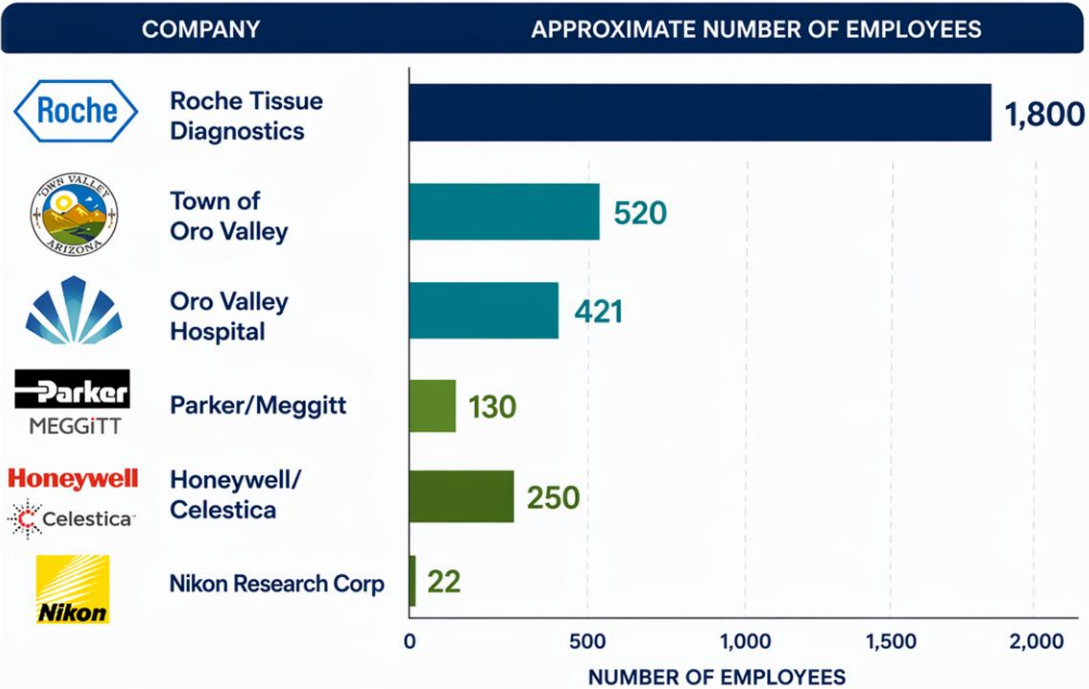
Town of Oro Valley Economic Ecosystem: Large Employers



Town of Oro Valley

MAJOR EMPLOYERS IN ORO VALLEY

BY APPROXIMATE NUMBER OF EMPLOYEES



TOTAL EMPLOYEES

3,143

Across 6 Major Employers



LARGEST EMPLOYER

Roche Tissue Diagnostics
1,800 Employees



STRONG EMPLOYMENT FOUNDATION

Diverse employers across
healthcare, government,
technology, and manufacturing.



DRIVING OUR COMMUNITY FORWARD

These leading employers represent the backbone of Oro Valley's economy and contribute to a strong, resilient community.

Value of Primary Employment



Town of Oro Valley

ORO VALLEY ECONOMIC IMPACT

BIOSCIENCE, AEROSPACE & DEFENSE, AND EMERGING TECH



ORO VALLEY
ARIZONA

Estimated 3,500 Jobs Driving Oro Valley's Economy



3,500

High-Wage Jobs
in BioScience, Aerospace & Defense
and Emerging Tech



\$75,000

Average Annual Wage
(Assumption)



\$262.5M

Total Direct Salaries
Paid Annually



ESTIMATED LOCAL SPEND

\$78.75M

Estimated Annual Local Spending



Retail



Dining



Housing



Services



Transportation

*Approx. 30% of wages spent in the local economy,
supporting local businesses and quality of life.*



INDIRECT & INDUCED ECONOMIC BENEFITS

*High-tech and bioscience jobs generate significant
multiplier effects through the local and regional economy.*

MULTIPLIER SCENARIO	TOTAL ECONOMIC IMPACT	INDIRECT / INDUCED IMPACT
1.5 Conservative	\$393.8M	\$131.3M
2.0 Standard (Regional)	\$525.0M	\$262.5M
2.5 Advanced Tech (Supply Chain)	\$656.3M	\$393.8M

*Multipliers reflect total impact including indirect and induced effects
from supply chain, business-to-business, and household spending.*



INDIRECT BENEFITS TO THE TOWN



SALES TAX REVENUE

Local spending generates significant sales tax revenue that supports town services, public safety, and infrastructure.



PROPERTY TAX BASE

High-wage employment drives demand for housing and commercial development, strengthening the property tax base.



QUALITY JOBS & TALENT RETENTION

Attracts and retains top talent, supporting innovation, entrepreneurship, and a strong community.



INFRASTRUCTURE & PUBLIC SERVICES

A robust economy enables investment in roads, utilities, parks, public safety, and other community priorities.



ECONOMIC IMPACT AT A GLANCE

3,500
High-Wage Jobs

\$262.5M
Direct Salaries
Annually

\$78.75M
Estimated Local
Annual Spending

TOTAL ECONOMIC IMPACT (ANNUAL)

\$393.8M
Multiplier 1.5

\$525.0M
Multiplier 2.0

\$656.3M
Multiplier 2.5

Strong jobs. Stronger economy. Stronger Oro Valley.

Sources: Industry wage data, IMPLAN multipliers, and regional economic studies.
Estimates are for planning purposes and rounded.

Primary Employer Development



Town of Oro Valley

Recruitment and Expansion



New Startups

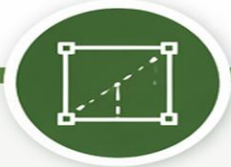




Town of Oro Valley

KEY ELEMENTS OF ATTRACTING PRIMARY EMPLOYERS

The right infrastructure, location, and workforce ecosystem drive investment and quality jobs to our community.



01

LARGE, SHOVEL-READY PARCELS

Parcels 100 acres in size in a rectangular shape to accommodate large facilities and future expansion.



02

RAIL SERVED SITES

Rail access supports efficient movement of goods, reduces costs, and enhances supply chain reliability.



03

WITHIN 10 MILES OF AN INTERSTATE

Proximity to major interstates enables fast, efficient access to regional, national, and global markets.



04

ADEQUATE POOL OF TALENT

Access to a skilled, diverse, and growing workforce to support operations and drive long-term success.



05

MAJOR COLLEGES, UNIVERSITIES & COMMUNITY COLLEGES

Partnerships with world-class educational institutions that provide talent development, research, and innovation pipelines.



**STRONG FOUNDATIONS.
STRONGER ECONOMY.**

These elements create the ideal environment for primary employers to invest, grow, and thrive—delivering high-quality jobs and lasting economic impact for our community.



EMPLOYMENT AND RETAIL FACT VS. FICTION

Understanding the facts that drive a strong local economy and vibrant retail centers.

		FICTION	FACT
1		Fiction: The Town controls or influences commercial rents in Oro Valley.	Fact: The Town does not set or control rents. Rents are determined by private property owners and the market.
2		Fiction: Visitors or office workers spend significantly more than residents.	Fact: Per person, office workers, visitors, and residents have similar spending potential at local businesses.
3		Fiction: Retail success depends mainly on the quality of businesses or luck.	Fact: A critical mass of nearby residents and employees is essential for consistent retail performance and long-term viability.
4		Fiction: Retail performance is unaffected by the condition of surrounding areas.	Fact: Safe, clean, and well-maintained communities attract investment, customers, and support thriving retail centers.



THE BOTTOM LINE:
PEOPLE. PLACES. PROSPERITY.

Facts, not myths, help us make smart decisions that support jobs, attract investment, and build a stronger Oro Valley for everyone.





Town of Oro Valley

Retail in OV – Regional Centers

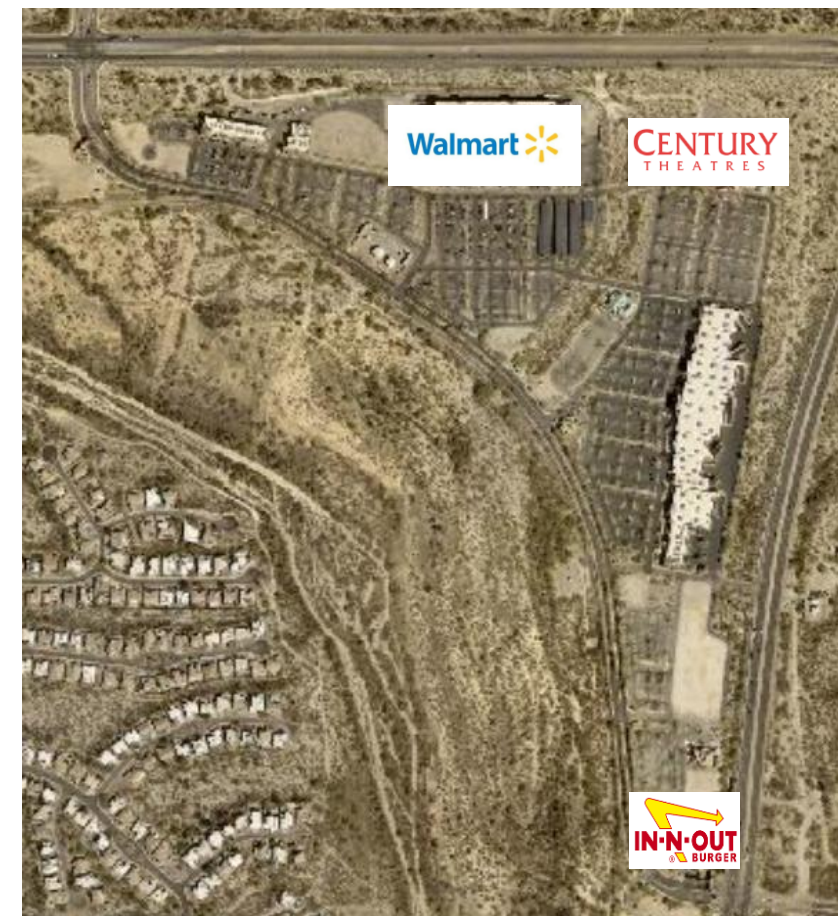
Oracle Crossings
(Magee and Oracle)



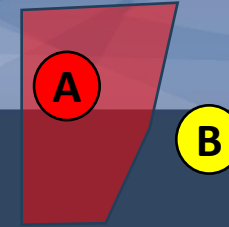
Rooney Ranch
(1st and Oracle)



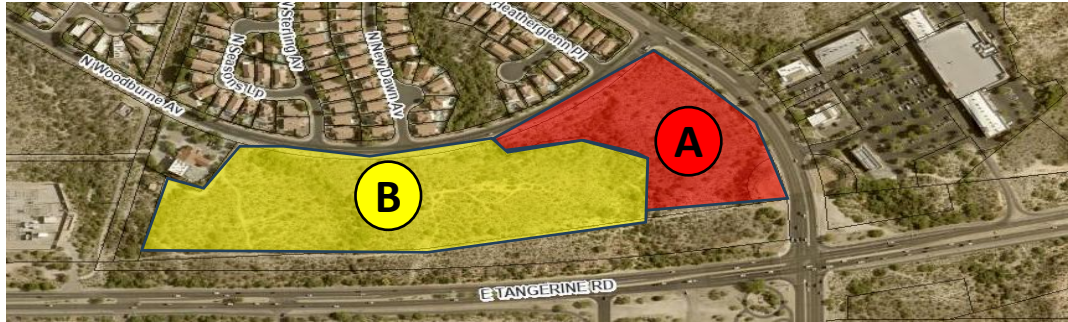
OV Marketplace
(Tangerine and Oracle)



MED/LG Retail Parcel Inventory



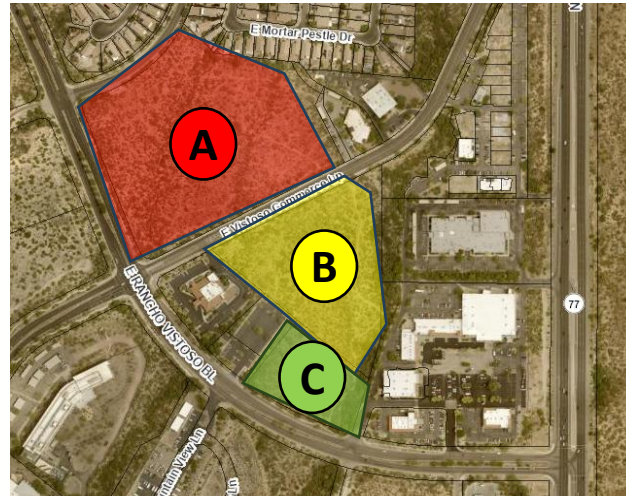
Town of Oro Valley



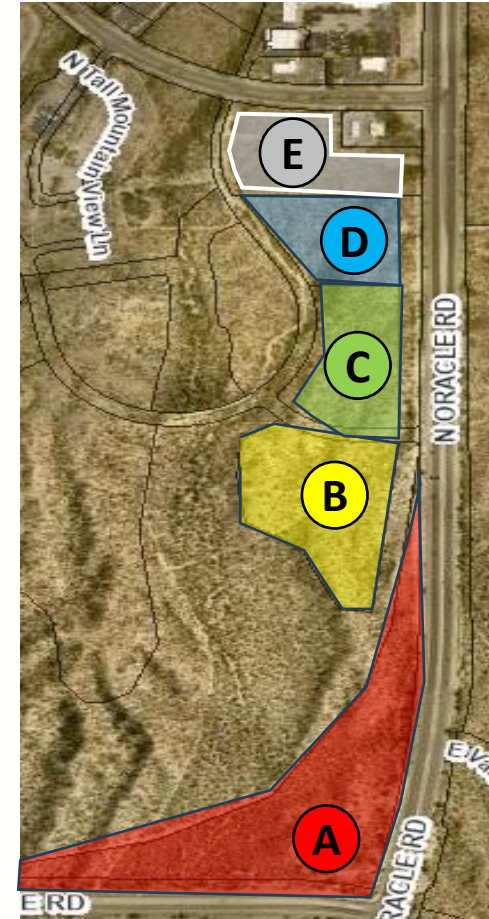
TANG Rd. and RV BLVD. (A) 7 (B) 15 acres



Lambert and La Cholla
15 acres



RV BLVD. and Oracle (A) 15
and (B) 8 acres and (C) 3 acres



TANG/Oracle
(A) 30 acres (B) 12 acres
(C) 8 acres (D) 7 acres
(E) 9 acres



Linda Vista and
Oracle (A) 14 acres and (B) 12



Town-owned with final
options TBD

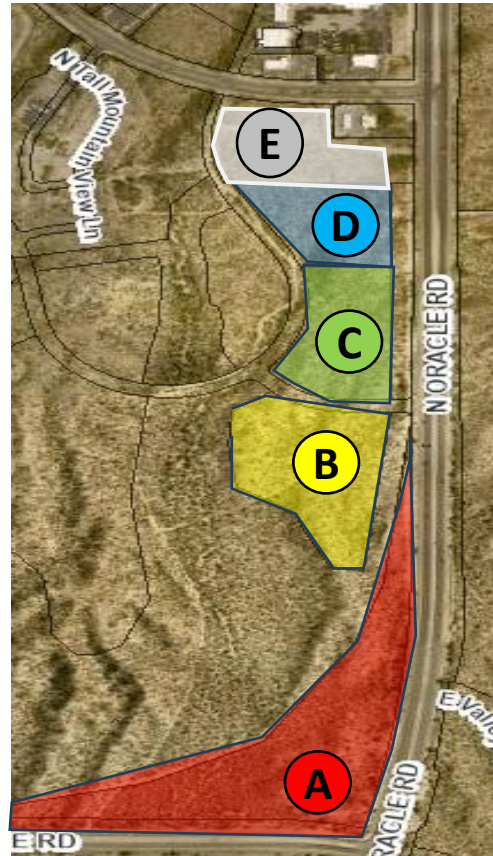
Suitable Sites MED/LG Retailers



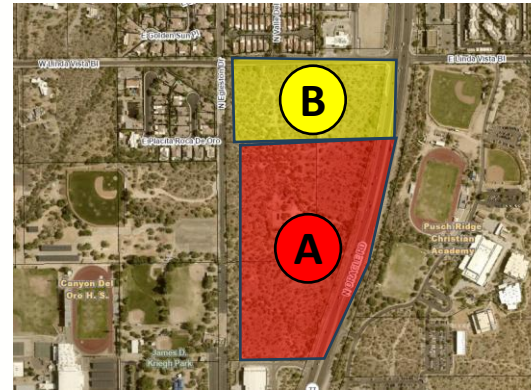
Town of Oro Valley



Pending La Cholla Rd. Buildout and denser RES



Parcel A needs GPA and RZ, underground electric relocation.
All sites costly grading.



Needs a GPA and RZ, site drainage costs, washes limiting development size, different owners



Town-owned with final options TBD, Infrastructure costs, grading limitations



ORO VALLEY RETAIL MARKET COMPARISON

		 ORACLE CROSSINGS (Magee & Oracle) 	 ROONEY RANCH (1 st and Oracle) 	 OV MARKETPLACE (Tangerine & Oracle) 
	Land Area	44 acres	71 acres	117 acres
	Annual # of visitors	539K	506K	416K
	Population within 3 miles	41,124	28,453	23,660
	Pop. w/in 10 miles	447,274	298,431	217,293
	Pop. w/in 20 miles	938,376	882,265	830,296
	# of households w/in 3 miles	20,551	14,131	12,596
	HH income of 70% of visitors	\$87,965	\$78,953	\$104,057

Retail Gap/Leakage: Why is it important?

- ***The Oro Valley Story:*** *The Town of Oro Valley relies heavily on the local retail sales and restaurant sales taxes to support quality of life amenities for residents, **AND** residents are requesting more and higher quality amenities, **BUT** the sales taxes lost from shopping outside Oro Valley town limits the Town's ability to meet these needs. **THEREFORE**, it's imperative that the Town educate residents about the importance of shopping and dining in Oro Valley to change their spending habits.*

Top 10 Sources of Leakage by Category



Community Shopping Centers

AZ Pavilions

SWC I-10 and Cortaro Road



Fast Food & Quick Service

McDonald's

3640 W. Tangerine Rd.



Gas Stations & Convenience

Circle K

3880 W. Tangerine Rd



Groceries

Fry's

12100 N. Thornydale Rd.



Restaurants

Guadalajara Grill

7360 N. Oracle Rd.



Home Improvement

The Home Depot

3925 W. Costco Drive



Breakfast, Coffee, Dessert

Dairy Queen

12030 N. Thornydale Rd.



Superstores

Costco

3901 W. Costco Drive



Clothing

Nordstrom Rack

4320 N. Oracle Rd.



Car Shops & Services

Precision Toyota of Tucson

700 W. Wetmore Rd.



Gap Reduction Goal: A percentage reduction of the \$776,113,638 “GAP” by shopper recapture and recruiting specific retail/restaurant businesses to prevent leakage.

ECONOMIC IMPACT OF RETAIL RECAPTURE

 % RECAPTURE	 ESTIMATED REV RECAPTURE	 ESTIMATED SALES TAX RECAPTURE
1%	 \$7,761,136	 \$194,028
2%	 \$15,522,272	 \$388,056
3%	 \$23,283,409	 \$582,085
4%	 \$31,044,545	 \$776,113
5%	 \$38,805,681	 \$970,142

Housing and Retail



Town of Oro Valley

Winning Retail Formula:

DU/PopDen + INC\$ = Total Spend

Understanding: 15 acres of RES development

- \$5,079,250
- \$1,555,929

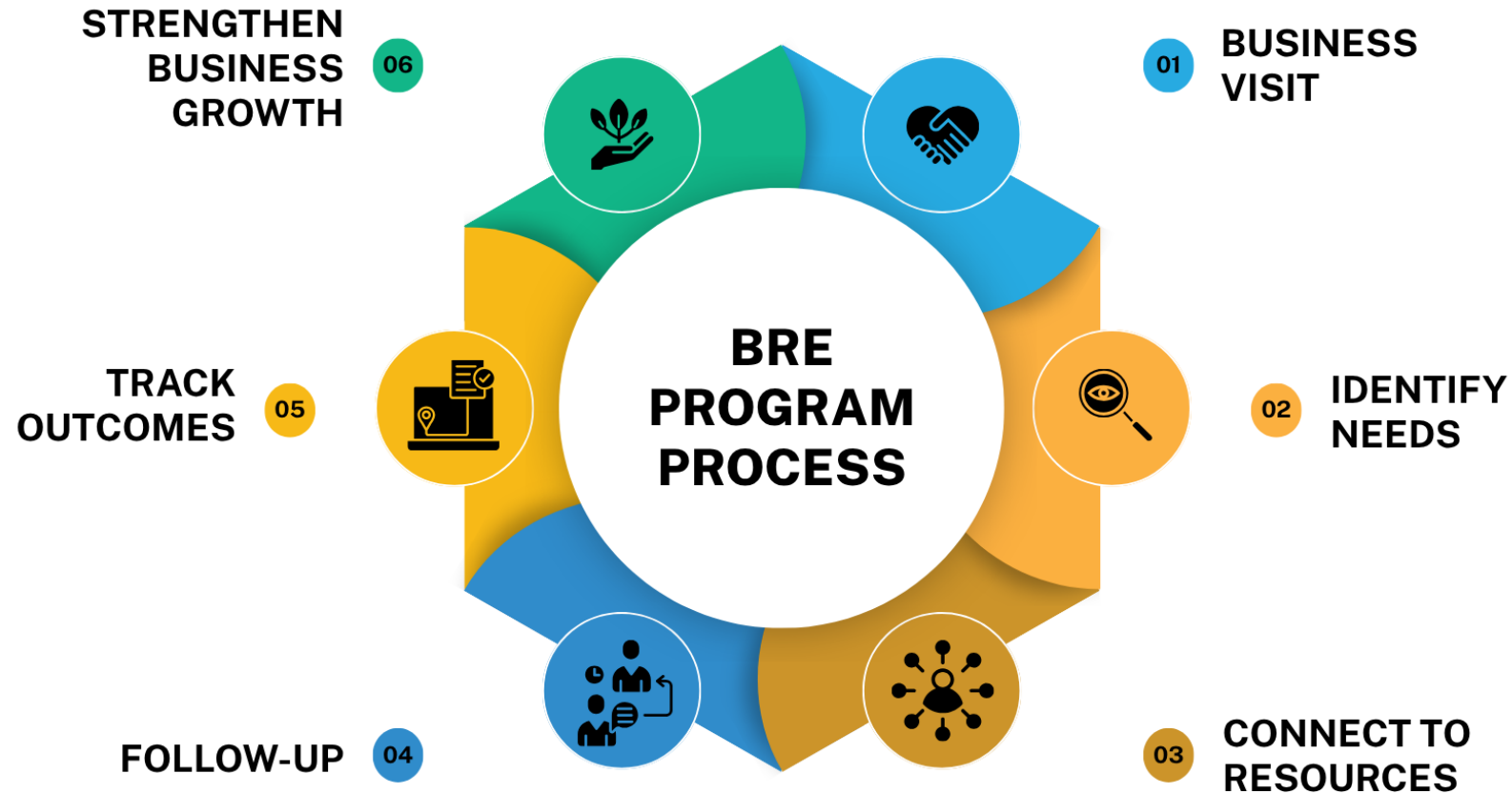


RETAIL SPENDING ANALYSIS – NEW RESIDENTIAL DEVELOPMENT

	APARTMENTS		SINGLE FAMILY HOMES	
INCOME & SPENDING ASSUMPTIONS	DOLLARS	% OF INCOME	DOLLARS	% OF INCOME
Required Income	\$74,800	—	\$129,000	—
Total Retail Spending/HH (Excluding vehicles)	\$20,317	27.2%	\$27,297	21.2%
Local-Serving Retail Spending	\$8,915	11.9%	\$11,324	8.8%
• Grocery Spending/HH	\$4,378	5.9%	\$5,321	4.1%
• Other Non-Grocery Local-Serving Retail Spending/HH	\$4,537	6.1%	\$6,003	4.7%
Regional-Serving Retail Spending/HH	\$8,034	10.7%	\$11,345	8.8%
Restaurant Spending/HH	\$3,367	4.5%	\$4,628	3.6%
NEW HOUSEHOLDS	250		57	
SUPPORTABLE LOCAL-SERVING RETAIL DEMAND	DEMAND		DEMAND	
Total Grocery Spending	\$1,094,510		\$303,303	
• Supportable SF at \$500 Per SF in Sales	2,189		607	
Other Local-Serving Retail Spending (excluding Groceries)	\$1,134,231		\$342,155	
• Supportable SF at \$300 Per SF in Sales	3,781		1,141	
Restaurant Spending	\$841,780		\$263,821	
• Supportable SF at \$500 Per SF in Sales	1,684		528	
Regional Serving Retail Spending	\$2,008,614		\$646,667	
• Supportable SF at \$500 Per SF in Sales	4,017		1,293	
TOTAL LOCAL-SERVING RETAIL DEMAND	11,671		3,568	



SOURCES: U.S. Consumer Expenditure Survey; AZ DOA; Elliott D. Pollack & Company



A proactive, relationship-based approach focused on business retention, expansion, and long-term success.

Explore Oro Valley

Destination Marketing
Organization





Town of Oro Valley

ORO VALLEY LEISURE TRAVEL MANAGEMENT PLAN PRIORITIES

Driving year-round visitation, celebrating our identity, and enhancing quality of life.



1

**INCREASE SPORTS
TOURISM DEVELOPMENT**

and advocate additional
sports and recreation
facilities / venues.



2

**DEVELOP A REGIONAL
EVENTS AND FESTIVALS
STRATEGY**

to combat seasonality and
celebrate identity.



3

**ACTIVATE STEAM
PUMP RANCH**

as a cultural, culinary,
and community-first
event venue.



4

**SUPPORT THE
EXPANSION OF
TOHONO CHUL**



5

**POSITION ORO VALLEY
AS A PREMIER
CYCLING DESTINATION**



STRONG COMMUNITY
Enhance quality of life
for residents.



ECONOMIC GROWTH
Drive visitation and
support local businesses.



YEAR-ROUND VIBRANCY
Create experiences that
attract visitors in every
season.



UNIQUE IDENTITY
Celebrate Oro Valley's
culture, heritage, and
natural beauty.



LASTING IMPACT
Invest in places and
experiences that build
a legacy for the future.



Town of Oro Valley

ORO VALLEY

TARGET MARKETS OVERVIEW

Connecting the right places, passions, and people to Oro Valley.

TARGET LOCATIONS		
1	Calgary	
2	Chicago	
3	Denver	
4	Edmonton	
5	Las Vegas	
6	Los Angeles	
7	Milwaukee	
8	Phoenix	
9	Portland	
10	San Diego	
11	Seattle	
12	Vancouver	

TARGET INTERESTS	
	Outdoor Enthusiasts
	Travel
	Hiking Vacations
	Mountain Trekking
	Golf Enthusiasts
	Family Vacations
	Culinary Travel

TARGET DEMOGRAPHICS	
	Male & Female
	Couples
	Ages 35–65+
	Median HH Income of \$75,000+



THE RIGHT AUDIENCES.
STRONGER TOURISM. BRIGHTER FUTURE.

By focusing on key locations, interests, and demographics, we attract the visitors most likely to love, explore, and return to Oro Valley.





Town of Oro Valley

QUESTIONS?

Let's Talk Oro Valley.

Thank you for your time and engagement.
We look forward to your questions.



STRONG ECONOMY

Leading employers and high-wage jobs driving growth and opportunity.



VIBRANT COMMUNITY

Quality of life, amenities, and experiences that make Oro Valley unique.



STRATEGIC INVESTMENTS

Focused priorities and infrastructure that support sustainable success.



LEISURE & TOURISM

Attracting visitors year-round through outdoor adventure, events, culture and more.



BRIGHT FUTURE

Together, we can build a thriving, resilient, and welcoming Oro Valley.



YOUR QUESTIONS

We value your feedback.



OUR COMMITMENT

Focused on smart growth and stronger outcomes.



A STRONGER ORO VALLEY

Working together for a vibrant and prosperous community.