

# COMMUNITY ENGAGEMENT PLAN FOR THE ORO VALLEY 2026 GENERAL PLAN

March 2023



# ACKNOWLEDGEMENTS

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Vice Mayor Melanie Barret  
Councilmember Tim Bohen  
Councilmember Harry Greene

Councilmember Joyce Jones-Ivey  
Councilmember Josh Nicolson  
Councilmember Steve Solomon

## Planning & Zoning Commission

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Commissioner Skeet Posey  
Commissioner Dan Sturmon

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All Town Council, board and commission members were invited to participate in the advisory group. Special thanks to the following contributors:

### ***Board of Adjustment***

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### ***Budget and Finance Commission***

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### ***Historic Preservation Commission***

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### ***Planning and Zoning Commission***

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### ***Stormwater Utility Commission***

Richard Hawkinson • Gary Mattson

### ***Water Utility Commission***

Kay Lantow • Tom Marek

### ***Youth Advisory Council***

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### ***Town Council***

Mayor Joseph Winfield • Vice Mayor Melanie Barret  
Councilmember Tim Bohen • Councilmember Harry Greene  
Councilmember Joyce Jones-Ivey  
Councilmember Josh Nicolson  
Councilmember Steve Solomon

***\*Terms ended during this process.***





## TABLE OF CONTENTS

I. Introduction .....	4
I. Purpose .....	6
III. Creating the Community Engagement Plan .....	8
IV. Changes in the Community .....	10
V. Community Engagement Guiding Principles .....	12
VI. Key Stakeholders .....	13
VII. Communication Methods and Techniques .....	14
VIII. Accessibility and Accommodations .....	21
IX. Strategy for Community Engagement.....	22
X. Accountability and Changes to the Community Engagement Plan .....	24
Attachment #1 – Community Stakeholders in the General Plan Process .....	25
Attachment #2 – Terms & Definitions for Community Engagement Methods .....	30

# I. INTRODUCTION

The Town of Oro Valley is preparing for the General Plan process. The General Plan is a community-driven, 10-year policy document guiding long-term decisions for the Town’s future. The process to develop the General Plan will be completed over a three-year period, culminating in a public vote to ratify the Town Council’s adopted General Plan in 2026.

The initial step in the General Plan process is creation and adoption of a Community Engagement Plan. Community input is critical, even this early in the process, and helped shape this document. The contents in this plan reflect and incorporate the work of a resident advisory group, composed of Town Council, board, and commission members, and results from a community survey.

The General Plan is the “community’s action plan” to further enhance Oro Valley’s high quality of life. It must be transformed in the public eye from an esoteric technical planning document into an actionable planning tool, from its name to its final content.

The General Plan process is a unique opportunity for residents and stakeholders to engage with the Town to establish priorities and guide the future of their community. When people from all walks of life come together to discuss, debate and listen to one another, the Town gains a larger understanding of who it represents and how community members want to move forward. The planned project phases are:

## PHASE 1 (LET’S TALK)

Significant community outreach will be used to create dialog within the community to share information and gather input on the vision and priorities that will guide the development of the General Plan.

## PHASE 2 (LET’S THINK)

A draft of the General Plan will begin to take shape with goals and policies for the elements identified during Phase 1. The draft Plan will be reviewed by the community, committees, boards, commissions and stakeholders.



## PHASE 3 (DO IT! MAKE IT SO)

Adoption of the updated General Plan will occur through a formal public review process:

1. Final draft review by committees
2. Review by agencies identified in state statute
3. Opportunities for community review
4. Public hearings by the Planning & Zoning Commission
5. Public hearing and adoption by the Town Council
6. Ratification: A community outreach education campaign resulting in informed voting on the updated General Plan by Town voters.



## THIS COMMUNITY ENGAGEMENT PLAN IS DESIGNED TO:

- Provide the community and stakeholders with diverse and meaningful opportunities to voice their ideas and concerns.
- Target the Town's full range of demographics using a variety of ways to consult and collaborate with them.
- Instill a high level of confidence to prioritize completion of identified General Plan action items over the next ten years.
- Help translate intensive community awareness and involvement into a high voter approval margin results in 2026.

Understanding what residents' concerns are and the aspirations they hold for their community are essential to the success of the General Plan process. Using the Community Engagement Plan as a guide will promote a sense of community ownership ultimately resulting in an improved, supported, and sustainable General Plan.

The 2026 General Plan aims to replace the Town's current General Plan called Your Voice, Our Future that was adopted and ratified by voters in 2016. The General Plan will guide public policy and actions that both define the character and shape Oro Valley's future.





## II. PURPOSE

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### LEGAL REQUIREMENTS

An Arizona state law known as the Growing Smarter Act mandates community planning. In terms of process, Arizona Revised Statute (ARS) 9-461.06 requires that a municipality's General Plan be readopted or a new one be adopted every ten years by the voters. The current Your Voice, Our Future General Plan will expire in November 2026. The goal is to have the new General Plan adopted by the Mayor and Council in time to be placed on the ballot in 2026.

This Community Engagement Plan establishes strategies that exceed the state mandates in the Growing Smarter Act. ARS § 9-461.06 requires that municipalities' *"governing bodies shall adopt written procedures to provide effective, early and continuous public participation in the development and major amendment of general plans from all geographic, ethnic, and economic areas of the municipality."* Furthermore, the *"procedures shall provide for:*

- a. *The broad dissemination of proposals and alternatives*
- b. *The opportunity for written comments*
- c. *Public hearings after effective notice*
- d. *Open discussions, communications programs and information services*
- e. *Consideration of public comments*



## IMPORTANCE OF THE GENERAL PLAN

This Community Engagement Plan was designed to support the Town's primary goal of developing a community-driven, consensus-based and voter-ratified General Plan. To generate vision, goals and policies that resonate with the community and are broadly endorsed by voters, the Community Engagement Plan will promote the creation of a General Plan that:

- Sets the values, vision, goals and priorities that build on **Oro Valley's quality of life**
- Builds a sense of community by reflecting the diverse perspectives of **all residents**
- Provides a **roadmap** that guides Town decisions
- Provides **continuity and certainty** that results will be achieved
- Identifies **shared priorities** of all age groups
- Is a living document, ensuring **flexibility and relevance** over time
- Represents the **community's proposed action plan**

The Community Engagement Plan outlines the steps to encourage and solicit community involvement in the process. It identifies specific methods and techniques that motivate members of the community to:

- Be informed about what the General Plan is, how it is prepared and how it is used
- Communicate needs and expectations for the future
- Work together on ways to address key community issues or goals for the future
- Contribute to achieving voter ratification

2026 General Plan Community Engagement Advisory Group Meeting #1

### Why is the General Plan important?

Roadmap	Framework	Resident's vision	Community's plan for the future	Provides certainty and expectations	Advocate for the youth	Way to bridge gaps	Living document with direction	Legally required
Blueprint	Roadmap	Identifies elements for quality of life	<b>Sets goals</b>	Know what is important to the community	Opportunities for all demographics	<b>Bridge gaps!</b>	Important juncture for Town's future	Provides organization and groundwork
Where we want to go	Guiding document	Includes the community values	Encourages compatibility	Show residents the Town is listening	Input in Town governance	Opening opportunities for all ages	Broad document	Relevance over time
Acts as the Town's constitution	Establishes Continuity	Understand concerns	Provides a sense of community	Comprehensive: Infrastructure, safety, preservation of natural resources	Participation	Provide input	<b>Fluid</b>	Educational
Roadmap	Guides decisions	Sense of community	Prioritizes	<b>Where we have been</b>	Community input - 1st priority	Family oriented	Strategic	Living document
Keeps OV on track	Guides decisions	Strengthening our community	Implement community's vision	Cares about community wants	Public involvement		Cohesive survival guide	<b>Gets things done</b>



### III. CREATING THE COMMUNITY ENGAGEMENT PLAN



The Community Engagement Advisory Group (CEAG), February 2023

#### COMMUNITY ENGAGEMENT ADVISORY GROUP

All key elements to develop this Community Engagement Plan were derived from a Community Engagement Advisory Group (CEAG) and a public survey promoted to residents throughout the month of January 2023. The result is a sound Community Engagement Plan with proven techniques to engage stakeholders as well as new methods to reach and involve more of the community. The CEAG comprised members of the Town Council and the following Town of Oro Valley boards, commissions and advisory groups:

- Board of Adjustment
- Budget and Finance Commission
- Historic Preservation Commission
- Parks and Recreation Advisory Board
- Planning and Zoning Commission
- Stormwater Utility Commission
- Water Utility Commission
- Youth Advisory Council





The Oro Valley residents who formed the advisory group were tasked with shaping the upcoming General Plan community engagement process. In collaboration with Town staff and a local engagement firm, Gordley Group, the advisory group:

- Shared knowledge about the importance of the General Plan and identified changes in the community since the previous General Plan effort
- Provided opinions regarding key areas of focus for the next General Plan
- Identified key stakeholders and community engagement principles
- Analyzed results of a community survey and helped shape a communications strategy to reach Oro Valley's broad demographic range
- Selected a preferred communication strategy among three community engagement levels
- Collaborated to create customized community engagement strategy
- Achieved consensus on the community engagement plan

## COMMUNITY ENGAGEMENT SURVEY

Community input is foundational to the General Plan process. A community-wide survey was published to identify the best ways to engage the community. The survey was promoted through:

- The Town's Vista Newsletter
- Explorer Newspaper print ad and article
- Social media
- Citizen blogs and social media posts
- Direct emails to Community Academy graduates and stakeholder groups
- Rancho Vistoso Newsletter and other HOAs
- The Town's Boards and Commissions

The Community Engagement Survey was completed by 706 people. The overall results have a precision of at least +/- 3.7 percent at the 95 percent confidence level (meaning there is 95 percent confidence that the survey results reflect the overall opinions of Oro Valley residents who are like the survey respondents to within plus or minus about 4 percentage points on any answer).

The results of the survey were reviewed by the advisory group to guide decision-making, and the results were incorporated into this plan. Notable survey takeaways include:

- **Notification methods:** Residents currently receive information about Town programs and events through various methods. They prefer to receive information via email or a website. To bridge the current notification methods with the preferred methods, a variety of options must be used throughout the General Plan process.
- **Community input:** Methods that provided flexibility and convenience were top choices. This includes online surveys, an interactive website and informational videos. Respondents also preferred opportunities to provide input at businesses or events they are already attending. To ensure everyone's voice is heard, a multi-layered approach must be used to gather community input.

## ADOPTION

The advisory group incorporated the survey results to create the primary components of this plan. This includes the communication methods, tools and an engagement strategy that was selected from multiple options. The group achieved consensus on the engagement strategy and plan that will be considered by the Planning and Zoning Commission on March 7 and the Town Council on March 15, 2023.

## IV. CHANGES IN THE COMMUNITY

### ACHIEVEMENTS AND OPPORTUNITIES

The *Your Voice, Our Future* General Plan was ratified by the voters in 2016. Extensive public outreach was conducted over a three-year process, which resulted in thousands of comments, numerous events and committee meetings (see graphic). This resulted in a plan that resonated with the community and was supported by 71 percent of the voters.

Several things were done well with the last General Plan effort. This included a comprehensive and interactive website, booths at existing events and businesses people frequent and a survey provided in multiple formats.

The recent survey conducted in January 2023 indicated that 307 of the 709 survey respondents did not participate in the 2016 General Plan process. Of those 307 individuals, 55 percent were not Oro Valley residents at the time, and 40 percent were unaware of the General Plan. This provides an opportunity to increase awareness and transparency of the General Plan effort.



### DEMOGRAPHIC CHANGES

Oro Valley's population is increasing with notable changes to the Town's demographic profile. As a result, the communication methods outlined later in this Community Engagement Plan have been adapted accordingly to meet the communication needs and preferences of the community.

Table 1 below shows the Town's population grew by nearly 15 percent from 2010 to 2020, according to U.S. Census data. This population growth was driven mainly by increases in racial and ethnic minority groups. The average age of Town residents is at 54 years of age, an increase of 4 years between 2013 and 2021. This, combined with the decreases in the *average people per household* and *households with minor children* indicates that the Town has a slightly lower percentage of family households than was seen during the last General Plan update process.

Table 1: Demographic Changes	2010	2020	% INCREASE
<b>TOTAL POPULATION</b>	<b>41,011</b>	<b>47,070</b>	<b>15%</b>
<b>RACE AND ETHNICITY</b>			
One race	40,029	42,008	5%
White	36,825	37,448	2%
Black or African American	617	776	26%
American Indian and Alaska Native	179	228	27%
Asian	128	2,043	1,496%
Native Hawaiian and Other Pacific Islander	54	57	6%
Some other race	1,070	1,456	36%
Two or more races	982	5,062	415%
Hispanic or Latino (of any race)	4,808	7,141	49%
Not Hispanic or Latino	36,401	39,374	8%

Source: U.S. 2020 Census



The 2013-2021 data also revealed that the Town's education and income are higher than the other jurisdictions in the region. Median income increased by 29 percent to over \$92,000 per household. Not shown in the table but very important to community engagement planning is that Town residents are also highly connected digitally, with more than 93 percent of households having internet access.

## COMMUNITY CHANGES

Beyond analyzing demographics, the advisory group noted the following changes in Oro Valley over the past 10 years:

- Increased traffic but fewer accidents due to roadway improvements and street design
- Street maintenance and more multi-use paths, bike, and nature trails
- Park improvements, including the opening of the Aquatic Center and expansion of Naranja Park, and more open space areas
- More schools, healthcare facilities, primary employers, restaurants, and experience-based businesses
- Opportunity to build on Oro Valley's tech industry with changes in the workplace
- Limited land availability leading to more redevelopment
- Increase in the number of houses and a decline in affordability
- Increased water consumption with growth
- High quality of Oro Valley's architecture, landscaping, cleanliness, etc.
- Increased public strife and stronger opinions about government

Based on these changes, the advisory group identified the following topics likely to be focal points of community discussion. This list was updated to incorporate the results from the survey. It is important to note that the actual topic areas will evolve throughout the community engagement process as we learn from a broad cross-section of residents and stakeholders.

- Water
- Environment and Open Space
- Development, Growth and Housing
- Transportation
- Public Safety
- Parks and Recreation
- Climate and Sustainability



## V. COMMUNITY ENGAGEMENT GUIDING PRINCIPLES

To meet the Town’s goal for a voter-ratified General Plan, this Community Engagement Plan is designed to connect residents to the Town and to each other. This connection will result in broadly-supported and more sustainable decisions.

The advisory group established the following guiding principles for community engagement. These guiding principles are a set of values incorporated into this plan that will provide direction throughout the community engagement process.

- **Be Inclusive and Prioritize Community Input**
  - Ensure that community engagement for all residents remains the highest priority and provides opportunities for everyone to be involved and share their input.
  - Plan for a variety of outreach options—including meeting people at places they already frequent—to reach a broad range of audiences, especially those who aren’t typically engaged.
- **Be Engaging and Effective**
  - Make outreach efforts sincere, creative, collaborative, interactive and fun.
  - Be intentional, with clearly stated objectives and messaging.
- **Be Organized, Efficient and Timely**
  - Maximize the use of existing resources and add resources that improve efficiency and effectiveness.
  - Provide regular public updates throughout the General Plan development process.
- **Be Fair and Open**
  - Provide a comprehensive and equitable process that yields meaningful, purposeful and authentic results.
- **Provide Understandable and Accessible Information**
  - Utilize open communication and transparency to show results and impact.
  - Ensure information and opportunities are accessible to all geographical areas of the community and to residents of all ages and abilities.

### GUIDING PRINCIPLES FOR COMMUNITY ENGAGEMENT

Inclusivity	Inclusive of all ages	Inclusive	Inclusive of all represented groups	All age groups are included	Disabled are included	Inclusion	Diversity	Inclusive	Diverse	Enlists participation by citizens	Outreach must be inclusive to reach a broad and diverse audience
	Includes people from all parts of the community	No one feels left out	Find people who do not normally get involved	Inclusive	Broad	Diverse	Includes different demographics and regions	Reaches all ages	Inclusive of all represented groups	Includes all stakeholders	
Who-Level of Participation	Involves as many people as possible	Everyone is included	High participation	There is opportunity for involvement	Public involvement	Space for unheard members of the community	Covers everyone	Everyone can provide input	Focus on OV residents	High % of the population is included	Public involvement is the highest priority and must include everyone in the community.
	Participants are invested in the community	Focus on HOA to encourage participation	Available to all	Everyone is involved	Participation is high	Many people participate	People have gone through the development process	People live here and invested in the community			



## VI. KEY STAKEHOLDERS

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The Town's residents are the primary stakeholders in the community engagement effort. There are also subgroups that include people and organizations with shared interests ranging from subject matter experts to regulatory agencies. The Community Engagement Advisory Group refined the list of stakeholders by reviewing those identified during the last General Plan process and updating the list to ensure an inclusive process

The Growing Smarter Act defines a broad spectrum of stakeholders. The law requires that the governing body *"Consult with, advise, and provide an opportunity for official comment by public officials and agencies, the county, school districts, associations of governments, public land management agencies, the military airport... other appropriate government jurisdictions, public utility companies, civic, educational, professional and other organizations, property owners and citizens generally to secure maximum coordination of plans and to indicate properly located sites for all public purposes in the general plan."*

This mandate aligns with the Town's objective to be inclusive. Attachment 1 contains the updated comprehensive stakeholders' list identified through the development of the Community Engagement Plan. Each will be contacted and invited to participate. Because it is important that the Town pays attention to the best ways to reach and listen to all groups, stakeholders will be asked to identify additional stakeholders, groups, organizations and opportunities for community involvement.

The advisory group also prioritized and established the roles of each stakeholder group in the General Plan Process below:

- Priority 1 – Work closely together with **residents** to involve and **reach consensus** on the community's vision, values, goals and elements of the General Plan.
  - Young adults (16-24)
  - Workforce (25-64)
  - Older adults (65+)
- Priority 2 - Work together with **interested parties and field experts** to **share ideas and information**. Below is a list of major subgroups of stakeholders currently identified.

• Parks and Recreation Groups	• Faith-Based Organizations
• Water and Resources Groups	• Schools
• Environment / Open Space Groups	• Arts and Culture Groups
• Public Health and Safety Groups	• Transportation Groups
• Business / Employment Groups	• Other Interest Groups (e.g., Homeowner Associations, Rotary Clubs, etc.)
• Development / Growth / Housing Groups	
- Priority 3 - Work with **regulatory groups** to **gather information and consult** on goals, policies, and actions.
  - Government agencies (State, local, etc.)
  - Regional jurisdictions



All boards, commissions, advisory groups and councilmembers will be routinely updated throughout the General Plan process and invited to participate in all the engagement methods described in the following section.

## VII. COMMUNICATION METHODS AND TECHNIQUES

In keeping with the Community Engagement Plan’s guiding principles, communication methods and techniques are designed to reach a broad spectrum of residents and stakeholders and educate the community about the process, garner meaningful input and ultimately, obtain voter ratification.

Engaging the community will provide a sense of ownership for the General Plan and build trust in the Town, resulting in quality participation and a greater likelihood of voter support. Building a General Plan that stays relevant as it guides Town decisions over the next 10-years must also be reflective of the community’s broad range of demographics.

To provide ample opportunity for residents and stakeholders to participate, a variety of communication methods and techniques will be employed. Singular methods or techniques tend to resonate with only a portion of residents. Rather than use a “one size fits all” approach, multiple methods and techniques are necessary to include everyone in the conversation, ensuring participation by Oro Valley’s diverse age demographics.

By ensuring opportunities are welcoming and convenient, the pool of participants will be expanded. To that end, social media tools and small gatherings in convenient locations are key engagement methods. This approach will be supplemented with traditional community outreach, such as community open houses.

Public and stakeholder meetings, focus groups, small group gatherings and other activities will be organized to produce results. The following strategies will be used to provide an efficient, effective and transparent process:

- Participants’ roles and anticipated time commitment as well as proposed activity outcomes will be clearly defined
- Facilitators will ensure there is time for participants to get acquainted with each other, the issues, and the process
- Activities will be designed so that participants have the time to understand different points of view and resolve issues that may arise
- Participants will be encouraged to develop a common sense of purpose and definitions of challenges faced by the community
- Participants will be encouraged to connect with and educate one another
- Each meeting will show how previous public input has been incorporated into the General Plan
- Next steps will be clearly outlined

Purple stars were added by the advisory group		Youth (18-24)	Workforce (25-64)	Older Adults (65+)
Outreach	Ambassadors	★	★	★
	Digital Ads	★	★	★
	Print Ads		★	★
Online Engagement	Website	★	★	★
	Info Videos	★	★	★
	Social Media	★	★	★
	Online Surveys	★	★	★
	E-newsletters	★	★	★
	Online/hybrid meetings		★	★
In-person	Focus Groups	★		★
	Committees	★	★	★
	Instant Polling	★	★	★
	Topic-based open houses/booths in the community		★	★
	Small group meetings			★

*Community Engagement Advisory Group Meeting #3, purple stars added by group*



Online		In the community				Collaborations		
Interactive Website	Town website	Vista Newsletter	Town Holiday events	Tractor/vehicle signs	Provide ways for people to give input at public spaces	Citizen blogs	Recreation and Sports Clubs	Chamber of commerce to involve business owners
Social Media	Town email lists	Explorer Ads	Gathering areas in the community	TV/Radio	QR code on all communications to improve access	Homeowner Associations	Other clubs	Email lists from AARP
YouTube	Media release	News releases	Water bill inserts	Make materials accessible to everyone (e.g. Spanish)		Faith-based organizations	Monthly or weekly columns in the Explorer	Dave Perry and other community leaders
OV Style ads	OVPD: Citizen Academy and volunteers	Articles	Community Speakers Bureau	Electronic billboard for Town campus		OV Chamber of Commerce	Schools or local universities to educate 18-25 on the general plan importance and process	Educational series as part of the outreach
Instagram for youth (not twitter)	Community academy	Public meetings	Leadership Bureau	Flyers/ signs in public places and parks, Sun City, community center, library		Schools	Outreach in the form of a 'civics day' at schools	
Clickable banner from Town staff emails	Sponsored Facebook Posts	State of the Town	Signs	Balloon		OV Historical Society	"Shock factor" (view of the mountains vs view of tall building) to get people engaged	

Purple notes were added by the advisory group

The tables on the following pages include a toolbox of recommended methods and techniques, with the corresponding target audiences. The methods are broken out between general awareness efforts and those that are intended to target and engage specific groups. Attachment #2 includes a description of key terms and definitions used in the tables.

The timing of communication methods and techniques is a key to success. Each will be strategically implemented during targeted phases of the project to maximize effectiveness, and key milestones in the process will be appropriately acknowledged and celebrated.



## 1. GENERAL AWARENESS FOR ALL STAKEHOLDER GROUPS

	PHASES		
<b><i>Objective: Increase awareness, inform, and educate the entire community about the General Plan, its process and ultimately the result to be voted on by the public.</i></b>	<b>Let's Talk</b>	<b>Let's Think</b>	<b>Make it So!</b>
<b>General Plan interactive website/web page continuously updated as a “hub” for information and engagement:</b> Integrated with Town’s main website and includes videos, maps, idea walls, discussion boards, comment sections, surveys, etc	X	X	X
<b>Informational and educational videos or webinars to provide convenient information:</b> <ul style="list-style-type: none"> <li>• Long-form videos over 3 minutes</li> <li>• Short-form videos and clips under 3 minutes</li> </ul>	X	X	X
<b>Social media to provide continuous updates and information to all age groups:</b> For example: Facebook, Twitter, YouTube and/or Nextdoor.	X	X	X
<b>Advertisements placed at various levels throughout the process:</b> Print and digital ads in the following publications: <ul style="list-style-type: none"> <li>• Explorer Newspaper</li> <li>• Sun City Tipster</li> <li>• Digital ads and sponsored social media posts</li> <li>• Vista Newsletter</li> <li>• Water Utility bill inserts (through mail and email)</li> <li>• Oro Valley Style Magazine</li> </ul>	X	X	X
<b>Articles or interviews to educate and celebrate key milestones:</b> <ul style="list-style-type: none"> <li>• Vista Newsletter</li> <li>• Pitch stories to media outlets, including print, television and radio</li> </ul>	X	X	X
<b>Other Town resources to provide updates at key milestones:</b> <ul style="list-style-type: none"> <li>• Media releases</li> <li>• Parks and Recreation email blast</li> <li>• Oro Valley Police Department Citizen Academy and volunteers</li> <li>• Community Academy graduates</li> <li>• Town’s main website: featured content and calendar of events</li> </ul>	X	X	X



<b>Other potential promotional tools:</b> <ul style="list-style-type: none"> <li>• Signs posted at community gathering areas and key intersections.</li> <li>• Vehicle signage – car magnets on Town vehicles and available for the community</li> <li>• Clickable banners at the bottom of Town emails</li> <li>• Flyers/handouts at community events and gatherings</li> </ul>	X	X	X
<b>Promotion at meetings or events out in the community:</b> <ul style="list-style-type: none"> <li>• Public meetings and open houses</li> <li>• State of the Town Address</li> <li>• Town events</li> <li>• At gathering areas or community organizations (e.g., parks or the library)</li> </ul>	X	X	X
<b>Ambassadors and advocates:</b> <ul style="list-style-type: none"> <li>• Phases 1 and 2: Residents and/or representatives of all age groups, HOA, etc. who attend and/or speak at events throughout the community. The aim is to invite the community to participate and gather feedback for the General Plan process.</li> <li>• Phase 3: Community volunteers and leaders whose purpose is to help advocate community participation and “get out the vote.”</li> </ul>	X	X	X
<b>Educational updates via organizations’ emails and communications:</b> <ul style="list-style-type: none"> <li>• Citizen blogs and social media groups (e.g., Let Oro Valley Excel or Take Back Oro Valley)</li> <li>• Homeowner associations (e-newsletters, meetings, etc.)</li> <li>• OV Chamber of Commerce (e-newsletters and events)</li> <li>• Schools (e-newsletters, school clubs, PTAs, etc.)</li> <li>• Faith-based organizations (bulletins, e-newsletters, etc.)</li> <li>• Community organizations (OV Historical Society, sports and recreation groups’ emails and events, etc.)</li> <li>• Other similar groups</li> </ul>	X		X
<b>Direct correspondence at key milestones and engagement opportunities</b> <ul style="list-style-type: none"> <li>• Postcards mailed to all homeowners and/or voters</li> <li>• Text messages to subscribers</li> </ul>	X		X

## 2. TARGETED ENGAGEMENT

All groups included in targeted engagement will be informed through the methods used for general awareness. The tools provided below are potential ways to gather information and feedback for the General Plan effort.

Priority 1: Residents		PHASES		
<b>Objective:</b> Work closely together with residents to involve and <b>reach consensus</b> on the community's vision, values, and goals and elements of the General Plan.		Let's Talk	Let's Think	Make it So!
Young Adults (18-24)	Ambassadors	X	X	X
	Phone and online surveys	X	X	X
	Instant polling at meetings	X	X	X
	Focus groups	X	X	X
	School clubs, classes or presentations	X	X	X
	Website	X	X	X
	Committees		X	
Workforce (25-64)	Ambassadors	X	X	X
	Phone, online and print surveys	X	X	X
	Instant polling at meetings	X	X	X
	Website	X	X	X
	Topic-based open houses / booths at events in the community (e.g., coffee shops, restaurants, country club, community centers, schools, etc.)	X		
	Booths at existing events and businesses	X		X
	Committees		X	
Older Adults (65+)	Ambassadors	X	X	X
	Phone, online and print surveys	X	X	X
	Focus groups	X	X	X
	Website	X	X	X
	Topic-based open houses / booths at events in the community (e.g., coffee shops, restaurants, country club, community centers, schools, etc.)	X		
	Small group meetings at their locations	X		X
	Committees		X	



Priority 2: Field Experts and Community Groups/ Organizations		PHASES		
<i>Objective: Work together with interested parties and field experts to share information and ideas.</i>		Let's Talk	Let's Think	Make it So!
<b>Development, Growth or Housing Groups</b>	Representation at their meetings or events	X	X	X
	Neighborhood gatherings	X	X	X
	Instant polling at meetings	X	X	X
	Focus group meetings (e.g., with realtors, landowners and apartments)	X	X	X
	Forums or Summits	X	X	X
	Open houses or booths in community gathering areas	X	X	X
	Committee participation		X	
<b>Parks and Recreation Groups</b>	Representation at their meetings or events	X	X	X
	Instant polling at meetings	X	X	X
	Focus group meetings	X	X	X
	Committee participation		X	
<b>Business and Employment Groups</b>	Representation at their meetings or events	X	X	X
	Instant polling at meetings	X	X	X
	Focus group meetings	X	X	X
	Forums or summits	X	X	X
	Open houses or booths at businesses	X	X	X
	Committee participation		X	
<b>Water Resource Groups</b>	Representation at their meetings or events	X	X	X
	Instant polling at meetings	X	X	X
	Focus group meetings	X	X	X
	Committee participation		X	
<b>Environment and Open Space Groups</b>	Representation at their meetings or events	X	X	X
	Instant polling at meetings	X	X	X
	Focus group meetings	X	X	X
	Committee participation		X	
<b>Public Health and Safety Groups</b>	Representation at their meetings or events	X	X	X
	Instant polling at meetings	X	X	X
	Focus group meetings	X	X	X
	Committee participation		X	

<b>Arts and Culture Groups</b>	Representation at their meetings or events	X	X	X
	Instant polling at meetings	X	X	X
	Committee participation		X	
<b>Transportation Groups</b>	Representation at their meetings	X	X	X
	Instant polling at meetings	X	X	X
	Committee participation		X	
<b>Churches</b>	Representation at their events	X	X	X
	Instant polling at meetings	X	X	X
	Member led booths at events or meetings	X	X	X
	Focus groups	X	X	X
	Committee participation		X	
<b>Schools</b>	Representation at their events	X	X	X
	Instant polling at meetings	X	X	X
	Youth led booths at events or meetings	X	X	X
	Focus groups with PTA, clubs, etc.	X	X	X
	Ambassadors	X	X	X
<b>Homeowner Associations</b>	Representation at their events	X	X	X
	Member led booths at events or meetings	X	X	X
	Ambassadors	X	X	X
<b>Other Community Organizations</b>	Representation at their events	X	X	X
	Instant polling at meetings	X	X	X
	Member led booths at events or meetings	X	X	X

Priority 3 – Regulatory Groups		PHASES		
<b>Objective:</b> Work with <i>regulatory groups</i> to <i>gather information and consult</i> on goals, policies, and actions.		<b>Let's Talk</b>	<b>Let's Think</b>	<b>Make it So!</b>
Regulatory Groups	Final review	X	X	X
	Representation at their meetings or events	X	X	X
	Committee participation		X	



## VIII. ACCESSIBILITY AND ACCOMMODATIONS

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When planning public and stakeholder meetings, small gatherings, focus groups and other outreach activities, opportunities will be made as accessible and convenient as possible while considering available resources. For example:

- In-person meetings and events will be held in locations accessible to people with disabilities and whenever possible
- Outreach opportunities will be scheduled at different times, including non-traditional business hours such as weekend and evening events, and every effort will be made to avoid conflict with other community activities
- When possible, activities will be scheduled in conjunction with other Town or community activities to maximize participation
- Community engagement opportunities will occur in different areas throughout the Town to reach as many people as possible. Opportunities will be actively mapped and evaluated throughout the process to ensure equitable distribution, balance and inclusion.
- When applicable, online or hybrid meetings will be conducted
- When possible, meetings and/or events will be recorded
- When possible, QR codes will be printed on marketing material that guides people to the website, survey, etc.

Every effort will be made to accommodate people with special needs who would like to participate. Notifications for public meetings will include the following language or similar Town-approved language:

***“For accommodations, materials in accessible formats, foreign language interpreters and/or materials in a language other than English, please contact [person] and [phone number] or [email address] at least five business days in advance of this scheduled event.”***

Key information, such as a statistically valid survey, will be made available in Spanish. Additional Information related to the General Plan process will be made available in languages other than English, as requested.



## IX. STRATEGY FOR COMMUNITY ENGAGEMENT

All key elements used in the development of this Community Engagement Plan were reviewed and discussed by the Community Engagement Advisory Group (CEAG). The result is a sound plan with a blend of up-to-date techniques to engage the public in a variety of methods including in-person, virtually, in print and online, with outreach efforts specifically intended to reach and inform more of the community than were involved in prior efforts.

Three community engagement scenarios were developed containing increasing levels of community outreach (base, intermediate and comprehensive). The CEAG reviewed the scenarios selected and customized their preferred strategy during their meeting on February 16, 2023, as shown below:

Strategy for Community Engagement			
Has everything you want	Has a good mix w/out overloading	Probably the best compromise	A good increase from the base last time
Good compromise w/ good engagement	Comprehensive is too big of a jump (base was successful last time)	Increase population = increased costs	Midterm election as well. So good compromise
Good compromise but need some comprehensive level supplies	Better, more services for the money	Jump in price manageable from Base to Intermediate	Good value, but large difference between this and comprehensive costs
Good balance, but be judicious	Opportunity to re-evaluate if things should change or not workout		

*Community Engagement Advisory Group Meeting #4*

Consultant Services and Website	Quantity
Brand development	✓
Creative materials, displays, templates	✓
Design and publishing of General Plan	✓
Research, compiling information, drafting and review	✓
Marketing/Media planning, strategy, placement	✓
Community engagement, strategy, planning and project administration	✓
Interactive website	1
Consultant designed video	2
Statistically valid survey	1
Advertising	Quantity
Explorer Newspaper Ad - Full Page	1
Explorer Newspaper Ad - Half Page	3
Explorer Newspaper Ad - Quarter Page	20
Digital advertising schedules	3
Water Utility bill insert	1
OV Style Magazine ads	4



Vista Newsletter	Multiple
E-newsletter (Town and stakeholder groups)	Multiple
Social media (Price to sponsor is included in digital ads)	Ongoing
Town website	Ongoing
Media releases	Multiple
Banner on Town emails	Ongoing
Info videos	10
Informal paper or online surveys	10
Text messaging (to people opted in)	Y
Promotion and Supplies	Quantity
Ambassador rewards and incentives	48
New retractable banner stands	1
Retractable banner inserts for Town-owned banner stands	2
Tablecloths	2
Branded polo shirts or sweatshirts	175
Advertising on Town vehicles	60
Event promotional items (stickers, pens, small car magnets)	5000
Signage for streets and community gathering places	24
Printing and Mailing	Quantity
Postcards mailers	3*
Materials printing	3.5 years
* Two mailers to all households and 1 mailer to registered voters only.	
Meetings and Events	Quantity
Instant polling	3.5 years
Rental fees for space	3
Speaker in a box	24
Small meetings (stakeholder group meetings, interviews and 1:1, focus groups, school clubs, and Town dept. meetings)	20
Medium-sized meetings (Board/Commission workshops, neighborhood gatherings, forums, summits, and open houses)	35
Committee meetings	36
Stakeholder meetings	20
Large meetings or events (Kick-off, open houses, community events)	39
Personnel and Training	Quantity
Senior Planner (Temporary position)	✓
Office Specialist (PT- temporary position)	✓
Training	✓

## **X. ACCOUNTABILITY AND CHANGES TO THE COMMUNITY ENGAGEMENT PLAN**

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### **ACCOUNTABILITY**

The Community Engagement Plan was created by an advisory group with input from other residents through their participation in an online survey. Throughout the process, accountability for plan implementation will be maintained and presented to the community and the advisory group.

All community engagement methods will be documented for future use and understanding of how the program was conducted, how the public responded and how the results of the outreach were used in the development of the General Plan. Documentation will be updated online throughout the process and will include:

- The final adopted Community Engagement Plan
- Copies or links to information and educational materials
- List of earned media/publicity obtained and, to the extent possible, links to or copies of news articles, stories, display ads, etc.
- Summaries and recordings, when possible, of public and stakeholder meetings, focus groups and small group gatherings to show outcomes

To ensure that the process is inclusive and is achieving the Community Engagement Plan goals, the following evaluation system will be utilized:

- Staff administering this Community Engagement Plan will review the effectiveness of implementation on a regular basis to confirm it is meeting goals and the guiding principles identified herein as well as the requirements mandated by state law.
- Updates on the Town's progress in implementing the Community Engagement Plan will be made to the Planning & Zoning Commission and Town Council at the end of each phase.
- As part of the General Plan process, a report will be presented to the Planning & Zoning Commission and Town Council analyzing the results of public engagement efforts at the end of the process..

### **CHANGES TO THE COMMUNITY ENGAGEMENT PLAN**

As the Town implements the Community Engagement Plan, flexibility is a necessary component. Opportunities for feedback regarding community engagement activities will be provided through the project website, surveys, social media, meetings, forums, open houses, and other methods identified in this plan. Feedback will be reviewed, and adjustments will be made where warranted.

This plan is a living document that may need to be changed to respond to lessons learned during implementation. If one method proves more or less effective than another, resources will be adjusted accordingly. Town Council will be informed of any significant changes to the program.

# ATTACHMENT #1 – COMMUNITY STAKEHOLDERS IN THE GENERAL PLAN PROCESS

Priority 1 - Work closely together with **residents** to involve and **reach consensus** on the community’s vision, values, goals and elements of the General Plan.

Residents: Total Population: 47,070	
Older adults/retirees (65+): 34%	Hispanic/Latino community
Workforce (25-64): 42%	Housing Choice voucher holders
Students (24 & under): 24%	McKinney-Vento Act: Homeless people, including those not living on the street.
Total households: 20,754	Casas Adobes area
Households with children: 20%	Veterans
Households without children: 80%	Part-time residents
Households with people 60+: 60%	Retirement homes/assisted living

Priority 2 - Work together with **interested parties and field experts** to share ideas and information.

Development / Growth / Housing Groups	
<p><b>*Regulatory:</b></p> <p>Arizona Commerce Authority</p> <p>Arizona State Land Department (ASLD)</p> <p>Bureau of Land Management</p> <p>County and local planning departments</p> <p>Pima County Flood Control District</p>	<p><b>Other:</b></p> <p>Metropolitan Pima Alliance</p> <p>Southern Arizona Home Builders Association (SAHBA)</p> <p>Home builders</p> <p>Tucson Association of Realtors</p> <p>Owners of vacant land – large and small</p> <p>Site selectors</p> <p>Consultant groups</p> <p>Arizona Multi-housing Association</p> <p>Arizona Housing Coalition</p> <p>Institute of Real Estate Management</p> <p>Homeowner Associations</p>



### Parks and Recreation Groups

**\*Regulatory:**

U.S. Forest Service  
 National Park Service  
 Arizona State Parks & Trails  
 Pima County Natural Resources, Parks and Recreation  
 Santa Catalina Ranger District  
 Catalina State Park  
 Coronado National Forest

**Other:**

Users of parks and rec facilities  
 El Conquistador Country Club Golf Association Governing Board  
 Other boards affiliated with golf courses in or adjacent to Oro Valley  
 Southern AZ Hiking Club  
 Representatives for The Loop  
 Sports (including youth) groups.  
 Tucson Off-Road Cycling & Activists (TORCA)  
 Arizona Heroes Memorial  
 Friends of Pusch Ridge  
 Oro Valley Sports Alliance  
 Southern AZ Veterans' Memorial Cemetery  
 Bicycle clubs  
 Running groups  
 Visitors/Tourists  
 Sonoran Desert Mountain Bicyclists

### Water and Resources Groups

**\*Regulatory:**

**Arizona Department of Water Resources  
 Bureau of Reclamation**

**Other:**

Santa Cruz Watershed  
 Sonoran Institute  
 Tucson Water Department  
 Metropolitan Water District  
 Southern Arizona Leadership Council (SALC)  
 Arizona Department of Environmental Quality (ADEQ)

### Environment / Open Space Groups

**\*Regulatory:**

**U.S. Fish & Wildlife Service  
 Arizona Game and Fish Department  
 Sonoran Desert Conservation Plan  
 Arizona State Land Department**

**Other:**

Coalition for Sonoran Desert Protection  
 Tucson Audubon Society  
 Sonoran Institute  
 Dark Skies Association  
 Sierra Club  
 Center for Biological Diversity  
 Friends of Catalina State Park  
 Preserve Vistoso

### Public Health and Safety Groups

**\*Regulatory:**

**Pima County Health Department**

**Other:**

Oro Valley Police Department  
Oro Valley Hospital  
Medical Clinics  
Private Medical Practices  
Rural Metro and Golder Ranch Fire District

### Business / Employment Groups

**\*Regulatory:**

**Arizona Commerce Authority**

**Other:**

**Sun Corridor Inc. (previously TREO)**  
**Oro Valley Chamber of Commerce**  
**Roche Tissue Diagnostics**  
**Amphitheater Unified District**

Simpleview  
Oro Valley Hospital  
El Conquistador Tucson  
UA College of Veterinary Medicine  
Grocery and retail stores  
Employees  
Small or local businesses

### Faith-Based Organizations

**St. Elizabeth Ann Seton Catholic Church**  
**Saint Odelia Catholic Church**  
**Church of the Apostles**  
**Oro Valley Church of the Nazarene**  
**Oro Valley United Church of Christ**  
**St. Mark Catholic Church**  
**Pusch Ridge Christian Church**  
**Vistoso Community Church**  
**King's Cross Anglican Church**

Church of Jesus Christ of Latter-day Saints  
Resurrection Lutheran Church  
Dove Mountain Lutheran Church  
St. Andrew's Presbyterian Church  
Zion City Church – OV Campus  
Canyon Del Oro Bible Church  
Chabad of Oro Valley  
North Valley Baptist Church  
Summit Ridge Community Church

## Other Interest Groups

### **\*Regulatory:**

Town of Oro Valley  
 Amphitheater Unified District  
 Marana Unified School District  
 Town of Marana  
 City of Tucson  
 Catalina Coordinating Council  
 Pima Council on Aging  
 Worker Connection

### **Other:**

University of Arizona  
 Pima Community College  
 Oro Valley Rotary Club  
 Oro Valley Optimist Club  
 Catalina-Oro Valley Lions Club  
 Oro Valley Citizen Advisory Boards and Commissions  
 Let Oro Valley Excel (LOVE) Blog  
 Take Back Oro Valley  
 Public libraries and patrons  
 Friends of the Oro Valley Public Library  
 Oro Valley Democrat and Republican organizations  
 YMCA  
 Jewish Federation Northwest  
 Charitable organizations in OV  
 AARP  
 TEP  
 Community Foodbank of Southern AZ  
 TV and Radio Stations  
 Bond holders  
 Senior centers  
 Special groups or associations  
 Rotary, Lions and Kiwanis Clubs

## Schools

Casas Christian School  
 Wilson K-8th School  
 Pusch Ridge Christian Academy  
 Basis Oro Valley  
 Ironwood Ridge High School  
 Canyon del Oro High School  
 Painted Sky Elementary School  
 Immaculate Heart Academy  
 Resurrection Lutheran Child Development Center  
 La Cañada KinderCare  
 Leman Academy Oro Valley

Innovation Academy Oro Valley  
 UA College of Veterinary Medicine  
 Nearby schools outside of OV (e.g., Cross Middle School)  
 Kids and students  
 PTOs  
 Sports teams  
 Student Councils  
 Government classes  
 Topic related clubs (e.g., environment or art clubs)



Arts and Culture Groups	
<p>Southern Arizona Arts &amp; Cultural Alliance (SAACA)</p> <p>Oro Valley Historical Society</p> <p>Santa Cruz Valley Heritage Alliance</p> <p>Tohono Chul Gardens/Galleries and Bistro</p>	<p>Tourism groups</p> <p>Southern Arizona Arts Guild</p> <p>Sun City of Oro Valley</p> <p>Oro Valley Theatre Company</p>

Transportation Groups	
<p><b>*Regulatory:</b></p> <p>Pima Association of Governments (PAG)</p> <p>Regional Transportation Authority (RTA)</p> <p>Arizona Department of Transportation (ADOT)</p> <p>Pima and Pinal County Departments of Transportation</p>	<p><b>Other:</b></p> <p>Tucson Airport Authority</p> <p>Living Streets Alliance</p> <p>Amtrak Tucson Station</p> <p>SunTran</p>

\* Priority 3 - Work with **regulatory groups** to **gather information and consult** on goals, policies, and actions.



## ATTACHMENT #2 – TERMS & DEFINITIONS FOR COMMUNITY ENGAGEMENT METHODS

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**Ambassadors:** A community member who acts as a representative or promoter of the project.

**Boards & Commissions Workshops:** Individual sessions with all Town boards and commissions to invite participation, identify issues and review General Plan items. Topics will be oriented toward the specific focus of each board and commission.

**Committee(s):** Each committee comprises Oro Valley residents and is categorized by specific topic areas. Committees are responsible for reviewing drafts developed by staff.

**Citizen Academy:** A cohort of citizens that participates in a twelve-week program that provides them information about Oro Valley's Police Department to dispel suspicions and misconceptions within the community and provide officers and staff with feedback and concerns.

**Community Academy:** An educational program that provides residents with the opportunity to learn more about their community and local government.

**Community Engagement:** A general category of methods used to engage the larger community for sharing and receiving information. Also known as Community Outreach and Public Participation.

**E-Newsletters:** An electronic report containing news updates provided by a particular agency or group.

**Focus Group(s):** Group meetings convened to discuss topics with special training and interest in a specific topic.

**Informal Surveys:** Surveys that are created to directly gather input at specific events or online by self-selected respondents.

**Instant Polling Tool:** A program that supplies quick, informal polls or surveys that can be used to gauge understanding at various points during the learning or engagement process.

**Interactive Website:** A site that promotes interactions with users. Rather than a traditional website that is more of a one-way form of communicating information, an interactive website encourages two-way communication and engagement among visitors using interactive elements.

**Neighborhood Gatherings:** Neighborhood block meetings organized by interested residents. Ambassadors or staff members will initiate discussions regarding the vitality of the community.

**Media/News Release:** Media alerts to invite participation and share important milestones in the process.

**Newspaper Article:** Articles inviting participation, analysis of key community issues and reporting general plan update progress.

**Open House:** Opportunity for residents to meet with staff and community leaders to discuss quality of life issues and/or elements of a draft General Plan.

**Orovalleyaz.gov:** The Town's primary website, which will be used to display General Plan information, meeting announcements and background reports.

**Paid Newspaper Ad (e.g. Explorer, OV Style):** Paid or sponsored print advertising to increase participation in event, meeting, survey and web-based discussion opportunities.

**Pitched Stories:** A story idea sent to a news reporter or media outlet intended to convince them to publish a story on the topic or subject described.

**Ratify/Ratification:** Voters' formal consent of the Town's adoption of the General Plan through a general election ballot measure, which makes the adoption valid and allows the Town to implement the plan.

**Postcards:** Mailed cards to invite participation in events, electronic surveys and voter ratification.

**Public Meetings:** An established way for people to come together to express their opinions, hear a public speaker or proposed plan, engage in shared learning about a topic, or work together to develop solutions. Public meetings do not have to follow any specific script or agenda.

**Social Media:** Web-based platforms that provide for content creation and information sharing, which will be used to invite residents to participate and share input. Also, notices and updates may be posted to inform and collect comments.

**Stakeholder Meeting(s):** Staff meeting(s) with key stakeholders to discuss potential issues or concern.

**State of the Town Address:** An annual event of approx. 650 attendees and hosted by the Oro Valley Chamber of Commerce, at which the Oro Valley Mayor provides an update on the Town. The event attracts a broad cross-section of community leaders and stakeholders.

**Surveys in the Explorer Newspaper:** Published (printed) survey to identify community values and needs that respondents mail back to the Town. The aim is to reach a broader audience than can be anticipated at meetings.

**Targeted Digital Ads:** A web-based advertisement that is served to a specific audience, which could be a particular demographic, a group or an individual.

**Targeted Participation:** Methods used to “target” specific community groups, locations, and/or topics; rather than the community as a whole.

**Technical Reports:** Baseline information such as census or housing data to use in decision-making.

**Town Department Review:** Internal review process involving Town agencies to ensure timeliness and validity.

**Town Hall I: Project Kick-off & Future Search:** A large event for residents to define project objectives, invite participation and discuss quality of life issues.

**Traveling Mobile Display:** An informational display booth to be used at various events throughout the process.

**Vista Newsletter:** Monthly newsletter published by the Town of Oro Valley. It is distributed in hard copy form as a Water Utility bill insert, posted online and emailed to a subscriber list.

**Voter Education Postcards or Newsletter:** Mailer used to describe the General Plan ballot measure.

**Water Utility Bill Inserts:** A printed piece of collateral inserted in monthly OV Water Utility bills.