







Town of Oro Valley

STRATEGIC PLAN 7

FY2026 - FY2027

ECONOMIC VITALITY

STRATEGY STATEMENT 7

The Town of Oro Valley is dedicated to fostering a thriving economy through strategic initiatives that prioritize commercial development, primary employment opportunities, and sustainable tourism. Over the next two years, the Town will capitalize on emerging technologies to drive data-informed economic growth and enhance competitiveness.

By strengthening partnerships with businesses, educational institutions, and regional stakeholders, Oro Valley aims to create an inclusive and vibrant economic ecosystem. Efforts will focus on recruiting and retaining major employers, supporting local businesses, and investing in infrastructure to meet future needs. Through cohesive branding, robust marketing, and proactive planning, Oro Valley will ensure its economy remains resilient, adaptable to shifting trends, and aligned with the community's values and goals.



GUIDING PRINCIPLES 7



Strengthen relationships among businesses, educational institutions, and regional stakeholders to sustain a vibrant, inclusive, and innovative economic ecosystem.

Commit to Quality Development

Ensure high standards in planning, design, and construction to align with Oro Valley's unique character, environmental stewardship, and long-term economic health.

Promote Sustainable Tourism

Invest in tourism initiatives that highlight Oro Valley's natural assets, community culture, and recreational opportunities.

Recruit and Retain Major Employers

Focus on recruiting major employers while nurturing relationships with existing employers to ensure their long-term presence.

Ensure Business Growth and Stability

Aim to consistently gain more businesses and support the expansion of existing businesses to foster a resilient local economy.

ECONOMIC VITALITY

| PROJECT DESCRIPTION | LEAD DEPARTMENT | FY COMPLETION |
|---|--|------------------|
| Primary Employment and Commercial Growth Strategy Evaluate and potentially expand existing efforts to increase primary employment and commercial growth. | Community & Economic Development | FY26 |
| Optimize Tourism Investment Analyze and implement opportunities for tourism investment with a focus on strategic costbenefit analysis and overall community impact. | Community & Economic Development | FY26 |
| Integrated Digital Tools Showcasing Oro Valley's Experiences Develop a digital platform complemented by physical signage to enhance access to information and curated experiences across Oro Valley's natural, historical, recreational, and cultural assets. | Community & Economic Development | FY27 |
| Broadband Infrastructure and Connectivity Strategy Identify and implement broadband solutions to ensure all areas of town have the necessary infrastructure for comprehensive coverage. | Innovation & Technology | FY27 |
| Implement Retail Retention and Attraction Strategy Implement a retail retention and attraction strategy that executes recommendations from the completed retail leakage report, including educating the public on the benefits of shopping and dining locally, promoting a strong "Shop and Dine Local" program, and recruiting businesses that address identified leakage areas. | Community & Economic Development | FY26 |
| Celebrate Oro Valley's History and Culture Through Community Events Develop and enhance community events and festivals that celebrate Oro Valley's local history, culture, and identity by strengthening existing programming and introducing new thematic experiences that reflect the community's heritage. | Parks & Recreation | FY27 |



CULTURE AND RECREATION

STRATEGY STATEMENT

The Town of Oro Valley is dedicated to fostering a vibrant community that values recreation, prioritizes community engagement, and focuses on user-centered improvement while still respecting the desert ecosystem. By prioritizing user-centered improvements, community engagement, and environmentally conscious practices, the Town aims to foster a vibrant and welcoming environment for residents and visitors alike that meets the community's recreational needs.

By prioritizing accessibility, cultural diversity, and innovative partnerships, Oro Valley will enhance recreational facilities, promote artistic expression, and support the natural environment, ensuring long-term resilience and a strong sense of community identity.



GUIDING PRINCIPLES



Focus on Resident-Centered
Recreation and Cultural
Enrichment

Ensure recreational and cultural programs reflect the needs and expectations of Oro Valley residents by prioritizing community input, accessibility, and diverse opportunities.

Poster Community
Engagement and Inclusivity

Actively engage residents, businesses, and organizations in cultural and recreational initiatives that reflect Oro Valley's identity and community.

3 Seek to Enhance Accessibility and User Experience

Improve accessibility, safety, and comfort in parks, trails, and recreational facilities to ensure equitable access for all ages and abilities.

4 Ensure Responsible Growth

Promote diverse arts, cultural, and recreational programs that serve Oro Valley residents in a cost-effective manner while attracting visitors.





CULTURE AND RECREATION

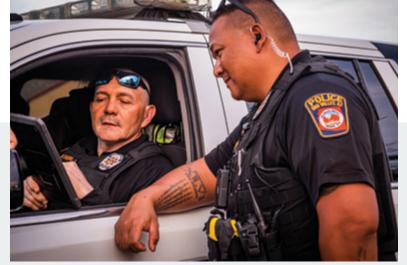
| PROJECT DESCRIPTION | LEAD DEPARTMENT | FY COMPLETION |
|--|--|---------------|
| Develop a Comprehensive Trails Plan Establish a long-range plan for multi-use paths, natural surface trails, and paved routes with a focus on access, connectivity, maintenance standards, mapping, signage, and community outreach to enhance user experience and promote trail use. | Community & Economic Development | FY26 |
| Enhance Senior Programming Opportunities Continue work to implement engaging senior programming that attracts strong participation and foster collaboration with community organizations already serving older adults, including OVPD. | Parks & Recreation | FY26 |
| Comprehensive Recreation, Arts, and Venue Strategy Convene arts programming groups and facility owners (public and private) to align programming with available venues, ensuring diverse and accessible cultural opportunities. | Town Manager's Office | FY26 |
| JDK Park Outdoor Event Venue Feasibility Evaluate the feasibility of developing an outdoor venue at JDK Park, including options for a permanent covered stage or movable equipment, to enhance the park's role as a hub for town events, including reconfiguration, private partnerships, and collaboration with community organizations. | Community & Economic Development | FY26 |
| Vistoso Trails Nature Preserve Restoration and Development Support Vistoso Trails Nature Preserve restoration and development. | Parks & Recreation | Ongoing |
| Recreational Amenities Financial Analysis Conduct a comprehensive financial analysis of recreational amenities, including golf courses, the aquatic center, the community recreation center, and individual parks. | Finance | FY26 |
| Golf Enterprise Fund Feasibility Analysis Evaluate the feasibility of transitioning town-operated golf courses to an enterprise fund model. | Finance | FY26 |
| Resident-Centered Parks and Recreation Access Strategy Evaluate parks and recreation fees, programs, and access policies to ensure that Oro Valley residents - who pay taxes for these amenities - receive prioritized benefits to include reduced rates, enhanced reservation opportunities, and other measures to strengthen resident access and value. | Parks & Recreation | FY26 |

PUBLIC SAFETY

STRATEGY STATEMENT

The Town of Oro Valley is committed to the safety and well-being of residents, businesses, and visitors. We maintain high standards for law enforcement and public safety personnel, foster positive community-police interactions, and invest in essential safety infrastructure.

Recognizing public safety as a collaborative ecosystem, the Town prioritizes coordination among key contributors, including the Oro Valley Police Department, Municipal Court, Legal Department, Golder Ranch Fire District, and the community at large.





GUIDING PRINCIPLES

Sustain and Strengthen
Trust Through CommunityCentered Policing

Foster meaningful relationships between law enforcement and the community by prioritizing transparency, collaboration, and proactive engagement to ensure all residents feel safe, heard, and respected.

Maintain an Appropriately Staffed Police Force

Implement staffing strategies that align with community needs, balancing sworn and non-sworn positions to ensure efficient operations, resource optimization, and high-quality public safety services.

3 Promote Community Safety

Maintain a visible and proactive law enforcement presence in neighborhoods, schools, and on streets, with an emphasis on community policing, crime prevention programs, response times, and collaboration with the Municipal Court and Legal Department.

Modernize Public Safety
Infrastructure

Ensure public safety facilities and equipment meet current and future demands and enable efficient operations and a safe environment for all.

PUBLIC SAFETY

| PROJECT DESCRIPTION | LEAD DEPARTMENT | FY COMPLETION |
|---|------------------------------------|---------------|
| Long-Term Police Workforce Planning Commission an independent assessment of police workforce needs over the next 20 years by analyzing Oro Valley's growth, crime trends, and community expectations to establish objective criteria to plan for the need for additional officers. | Finance | FY26 |
| Evaluate the Use of Surveillance Cameras for Town Assets and Events Assess the feasibility, effectiveness, and potential impact of deploying surveillance systems to protect public assets and enhance security during community events. | Oro Valley Police Department | FY26 |
| Combating Cyber-Crime Strengthen cybercrime education and response efforts tailored to Oro Valley residents. | Oro Valley Police Department | FY26 |



INFRASTRUCTURE AND TOWN ASSETS

STRATEGY STATEMENT

The Town of Oro Valley is dedicated to maintaining and enhancing its infrastructure and assets, such as good roads, bridges, water system, and stormwater, to meet the evolving needs of the community.

By focusing on efficient resource allocation and proactive planning, the Town aims to provide safe, reliable, and high-quality infrastructure that supports long-term community well-being. By fostering regional partnerships and embracing innovative solutions, Oro Valley aims to optimize asset utilization, promote sustainable growth, and deliver infrastructure improvements that enhance quality of life while reflecting the Town's commitment to fiscal responsibility.



GUIDING PRINCIPLES



Implement cost-effective and forward-looking infrastructure strategies, prioritizing road maintenance, water supply planning, and asset management to align with community needs and long-term growth.

2 Enhance Transportation and Mobility

Maintain high-quality roads with a focus on safety, efficiency, and accessibility for all users, including pedestrians and cyclists.

Maximize Asset Utilization

Optimize town-owned properties to address community expectations, maintaining Oro Valley's aesthetic standards and delivering value through responsible use and development.

Engage as a Collaborative Partner

Actively participate in regional and large-scale initiatives, contributing Oro Valley's voice and expertise to influence favorable outcomes.

5 Invest in Functional and Accessible Facilities

Ensure Town facilities are well-maintained, accessible, and enable staff to deliver services effectively to community members.

INFRASTRUCTURE AND TOWN ASSETS



| PROJECT DESCRIPTION | LEAD DEPARTMENT | FY COMPLETION |
|--|-----------------------------|---------------|
| Police Facility and Satellite Office Evaluation Continue to evaluate and determine the preferred approach for addressing space needs at the police department's main facility and satellite offices to ensure efficient and effective operations. This initiative includes decision-making, identifying funding sources, and advancing comprehensive facility planning. | Public Works | FY27 |
| Oracle Highway Median Beautification Collaborate with the Arizona Department of Transportation to enhance medians at key commercial intersections along Oracle Highway, creating a more welcoming and visually appealing town entrance by prioritizing cost-effective, low-maintenance solutions. | Public Works | FY26 |
| Secondary Fueling Station Evaluation Assess the need for a second fueling station and other fueling options, including a cost-benefit analysis and fleet efficiency improvements for police vehicles and other smaller fleet vehicles. | Public Works | FY27 |
| Invasive Plant Species Management Program Identify, remove, and actively manage invasive plant species on town-owned properties. Provide guidance and incentives for private property owners to encourage community-wide participation in invasive species management. | Town Manager's Office | FY26 |
| Resource Conservation and Renewable Energy Initiatives Identify opportunities to reduce the town's reliance on non-renewable resources and lower operational costs by installing resource conservation products in town facilities. This initiative will also explore ways to encourage businesses and residents to adopt similar practices. | Town Manager's Office | FY27 |
| Create a Transportation Infrastructure Plan Develop a comprehensive Transportation Infrastructure Plan that establishes sustainable strategies for the construction, operation, and maintenance of the Town's transportation network. This initiative includes finalizing a town-wide roadway service standards document that consolidates roadway access and service level criteria into an easy-to-reference format for Council review. | Public Works | FY26 |
| Evaluate Rooney Ranch Property Use Continue to evaluate and determine the preferred approach for potential uses for the Rooney Ranch property to ensure optimal alignment with community needs and Town priorities. | Town Manager's Office | FY26 |
| Coordinated Waste and Recycling Pickup Develop an RFP template for HOAs and collaborate with HOAs on public streets to streamline and coordinate weekly garbage and recycling hauling services, reducing wear on public streets and enhancing service efficiency. | Public Works | FY26 |

LAND USE AND DESIGN

STRATEGY STATEMENT

The Town of Oro Valley is committed to thoughtful land use and high design standards that balance the community's evolving needs with its traditional character and values. By resolving code inconsistencies, engaging residents in planning the future, and leveraging innovative technologies, the Town fosters a business-friendly environment while preserving the integrity of its neighborhoods and natural landscapes.



GUIDING PRINCIPLES



Preserve the town's distinctive identity by integrating cohesive design standards that honor the natural desert and mountain landscapes while upholding Oro Valley's high-quality aesthetic expectations.

Strategically
Manage Growth and
Redevelopment

Promote thoughtful development that supports opportunities to live, work, shop, and play while preserving the community's neighborly feel and meeting housing needs of citizens to age in place.

Advance
Thoughtful and
Transparent Design

Ensure zoning codes, design standards, and regulations reflect best practices, promote transparency, and support high-quality development that aligns with the General Plan and the character of Oro Valley.

Protect and
Restore the Desert
Ecosystem

Champion environmental stewardship through land-use practices that preserve native vegetation, reduce ecological impact, and support the long-term health of Oro Valley's natural environment.

| PROJECT DESCRIPTION | LEAD DEPARTMENT | FY COMPLETION |
|--|--|---------------|
| Residential Animal Husbandry Zoning Review Reevaluate residential animal husbandry zoning regulations, incorporating public input to consider potential code changes for personal use and local businesses while aligning with Arizona and USDA exempt producer guidelines. | Community & Economic Development | FY26 |
| Reducing Water Use in Residential Landscaping Develop a public awareness campaign to promote water-efficient landscaping and reduce residential landscape water use by a measurable amount. | Water Utility | FY27 |
| OV Path Forward Continue development of the OV Path Forward Initiative, including working groups, policies, and action items, leading to approval and implementation. | Community & Economic Development | FY26 |
| Outdoor Lighting Code Update Update the Town's lighting code to preserve the night sky and align with Pima County standards. | Community & Economic Development | FY26 |

EFFECTIVE AND EFFICIENT GOVERNMENT

STRATEGY STATEMENT 7

The Town of Oro Valley is dedicated to fostering a high-performing, innovative, and adaptive government that effectively meets the needs of its residents, employees, and partners. By improving operational efficiencies, leveraging technology, and prioritizing employee development and retention, the Town aims to provide exceptional services, safeguard resources, and ensure long-term organizational resilience while adapting to state-mandated financial challenges.

GUIDING PRINCIPLES

1 Enhance Operational Efficiency

Simplify processes, align performance metrics, and coordinate reporting to optimize resource utilization and improve service delivery.

Promote a Thriving Workforce

Build a skilled and service-oriented workforce by offering competitive compensation, supportive benefits, and a workplace culture rooted in community care and dedication.

3 Foster Organizational Resilience

Strengthen planning for health, safety, and continuity to ensure the government can adapt and respond effectively to evolving challenges.

Enhance Public Engagement and Transparency

Develop collaborative partnerships, increase communication through diverse platforms, and implement outreach initiatives to ensure residents understand government activities and actively contribute to governance.

Improve Resident Satisfaction and Service Quality

Focus on responsiveness to residents, consistently improve services, and ensure public satisfaction through effective communication, operational excellence, and thoughtful program delivery.

| PROJECT DESCRIPTION | LEAD DEPT. | FY COMPLETION |
|--|----------------------------|---------------|
| Regional Intergovernmental Cooperative Services Identify opportunities for regional collaboration to reduce costs and improve efficiency through intergovernmental cooperative services. | Town Manager's Office | FY26 |
| Oro Valley Network Re-Architecture Transform the network infrastructure to improve security, performance, and resilience, focusing on critical systems like Public Safety and the Water Utility. | Innovation & Technology | FY27 |
| Explore AI Technology to Further Improve Customer Service Inquiries Conduct research and evaluate the potential of artificial intelligence chatbots to enhance customer service by providing residents with timely, accurate responses to common inquiries. | Innovation & Technology | FY26 |

FINANCIAL STABILITY

STRATEGY STATEMENT

The Town of Oro Valley is committed to maintaining long-term financial stability by enhancing operational efficiencies, optimizing resource allocation, and proactively addressing economic uncertainties. By securing external funding, adapting to shifting fiscal conditions, and leveraging economically mature commercial/retail annexation opportunities, the Town aims to ensure the delivery of high-quality services, programs, facilities, and infrastructure while preserving and improving its financial health.

GUIDING PRINCIPLES

1 Diversify Revenue for Stability

Develop a balanced revenue portfolio by diversifying income streams, structuring fees to align with maintenance and capacity needs, and exploring new revenue sources acceptable to the community, including the pursuit of strategic annexations, partnerships, and innovative funding opportunities.

2 Strategically Pursue External Resources

Secure funding from grants, regional programs, and other external sources to reduce reliance on local tax revenues while supporting critical projects and initiatives.

3 Ensure Fiscal Responsibility

Maintain a balanced budget, implement a structurally balanced 5-year financial forecast, and prudently manage debt and expenditures to uphold financial stability while optimizing services and minimizing costs for residents.

Promote Transparency and Community Communication

Foster clear, accessible communication about the town's budget, fee structures, and financial priorities to build public trust and encourage resident engagement in financial decision-making.

| PROJECT DESCRIPTION | LEAD DEPARTMENT | FY COMPLETION |
|--|--------------------------|---------------|
| Annex Mature Retail/Commercial Areas Target high-potential commercial and retail areas for annexation to strengthen the Town's economic base and drive sustained revenue growth. | Town Manager's Office | Ongoing |
| Benchmark Revenue Sources Conduct ongoing monitoring and benchmarking of the Town's major revenue sources against municipalities in the region to enhance financial resilience, maintain competitiveness, and adapt to evolving economic conditions. | Finance | Ongoing |
| Analyze the Annexation of State Lands Conduct an internal analysis of the feasibility and strategic implications of annexing the Arroyo Grande area and other state-owned lands along the Town's western boundary. This includes evaluating opportunities and challenges, aligning with long-term growth and planning goals, and, if feasible and desired, reengage stakeholders to evaluate a coordinated annexation strategy. | Town Manager's Office | FY26 |
| Budget Efficiency and Cost Reduction Initiative Carefully evaluate budget to look for efficiency opportunities and reduce costs for citizens. | Town Manager's Office | Ongoing |