



ORO VALLEY TOWN COUNCIL

STRATEGIC PLAN

FY 23/24 - FY 24/25





OVERVIEW

The Council-adopted Strategic Plan for fiscal years 2023/24 through 2024/25 is the culmination of an extensive three-month process involving Town Council and staff. Rooted deeply in the values and priorities of the Your Voice, Our Future 10-year general plan, the two-year Strategic Plan provides organizational direction in seven focus areas:

- Economic Vitality
- Culture and Recreation
- Public Safety
- Roads, Water and Town Assets
- Land Use and Design
- Effective and Efficient Government
- Financial Stability and Sustainability

Within these focus areas are 19 goals and 55 objectives to guide everything from budget decisions to municipal operations, providing the community with a clear understanding of goals and expectations for the next two fiscal years.



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ORO VALLEY'S VISION FOR THE FUTURE

YOUR VOICE, OUR FUTURE

Oro Valley strives to be a well-managed community that provides all residents with opportunities for quality living. Oro Valley will keep its friendly, small-town, neighborly character, while increasing services, employment and recreation. The Town's lifestyle continues to be defined by a strong sense of community, a high regard for public safety and an extraordinary natural environment with scenic views.



FOCUS AREA 1: ECONOMIC VITALITY



GOAL 1.1

Strengthen assistance to support and retain local businesses.

OBJECTIVES

- 1.1.1 In coordination with the Oro Valley Chamber of Commerce, co-sponsor the Oro Valley Annual Business Summit in 2024.
- 1.1.2 Continue and/or expand Oro Valley's business retention, expansion, and enhancement programs.

GOAL 1.2

Attract, expand, and retain primary employers to encourage growth and development of job opportunities.

OBJECTIVES

- 1.2.1 Support and encourage the current key economic sectors in Oro Valley while exploring opportunities for new growth.
- 1.2.2 Host three start-up business classes to educate and support prospective entrepreneur prospects with support from Startup Tucson and/or the Pima County Small Business Development Center.
- 1.2.3 Develop a strategy to identify, engage, and support community-based "solopreneurs" (i.e., consultants, early retirees, freelancers, etc.) and others who want to create new businesses.



GOAL 1.3

Attract, expand, and retain retail, food service, and hospitality opportunities in commercial centers.

OBJECTIVES

- 1.3.1 Implement the Comprehensive Economic Development Strategy and provide suggested updates to Town Council.

GOAL 1.4

Increase the number of residents and visitors who choose Oro Valley as a premier place to dine, shop, play, and stay.

OBJECTIVES

- 1.4.1 Complete a comprehensive analysis of the return on investment and benefits derived from the Town's partnership with Visit Tucson and bring options to Council regarding the Town's tourism and attraction plans.
- 1.4.2 Analyze Town-owned special event venues to increase their usage and make them easier for businesses and members of the public to utilize.

FOCUS AREA 2: CULTURE AND RECREATION



GOAL 2.1

Invest in and maintain OV recreational assets that provide opportunities for residents to connect with each other, nature, and their community (i.e., Aquatic Center, Community Center, golf courses, historic sites, parks, trails, etc.).

OBJECTIVES

- 2.1.1 Improve parking and ADA accessibility at the Community Center by paving the dirt lot and installing a ramp and elevator.
- 2.1.2 Evaluate the purpose and utility of the Community Center in order to generate options for improvements.
- 2.1.3 Complete council direction regarding the Parks Bond amenities.
- 2.1.4 Begin phased implementation of the Vistoso Trails Nature Preserve Master Plan.
- 2.1.5 Work with stakeholders including the Oro Valley Historical Society to consolidate Steam Pump Ranch plans (i.e., 2008, 2015, 2020) into one comprehensive updated plan.

GOAL 2.2

Invest in and maintain the OV trail system for accessibility, to best serve the needs of the community, and as a way to connect with neighbors and nature.

OBJECTIVES

- 2.2.1 Create a Trails Plan (i.e., multi-use paths, natural surfaces, paved surfaces, etc.) with an emphasis on access, connectivity, maintenance, mapping, promotions, and signage.
- 2.2.2 Pursue recognition, certifications, and awards for the Town's bike friendly network.
- 2.2.3 Create special events and programs to promote the Town's current trail systems.



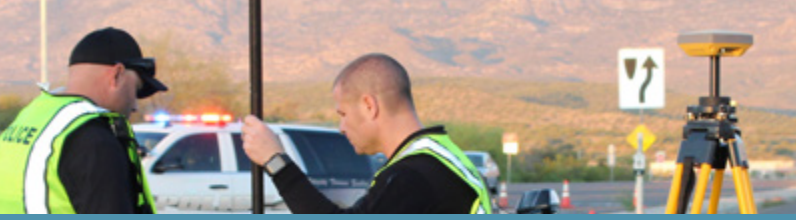
GOAL 2.3

Increase Oro Valley residents' involvement in multi-generational recreation opportunities and programming.

OBJECTIVES

- 2.3.1 Plan for, promote, and engage the community in Oro Valley's 50th anniversary celebration throughout 2024.
- 2.3.2 Implement Senior Taskforce recommendations for non-traditional activities, such as lifelong learning and health education.
- 2.3.3 Provide opportunities for arts, cultural projects, and performing arts.
- 2.3.4 Evaluate opportunities (i.e., discounts, reservation availability, etc.) that would benefit Oro Valley residents in recreational amenities and activities.





FOCUS AREA 3: PUBLIC SAFETY

GOAL 3.1

Strengthen strategies that keep Oro Valley as one of the safest communities in Arizona.

OBJECTIVES

- 3.1.1 Deploy high visibility police resources in high crime and high traffic crash areas.
- 3.1.2 Continue to provide education and awareness to the entire community on the latest illicit drug trends to include the opioid/fentanyl epidemic.
- 3.1.3 Develop and implement strategies with partners to address mental health and other quality of life issues affecting our community.
- 3.1.4 Continue to improve traffic safety (i.e., bicycle, multi-use path, pedestrian, vehicle, etc.) through education, engineering, and enforcement.
- 3.1.5 Maintain risk assessment and prevention and emergency response plans for community assets and the Town overall.
- 3.1.6 Strengthen the School Resource Officer program through resources and training to prepare for modern threats.

GOAL 3.2

Invest in the health and wellness of OVPD employees.

OBJECTIVES

- 3.2.1 Focus on programs and education related to physical health, mental health, nutrition, and financial health.

GOAL 3.3

Strengthen the OV justice system, including coordination between the OVPD, Legal Services, and the Town Court.

OBJECTIVES

- 3.3.1 Evaluate the feasibility of improved Police and Court facilities and develop a project proposal with options.
- 3.3.2 Continue to focus on efficient and effective criminal justice processes to ensure prompt services are provided.



FOCUS AREA 4: ROADS, WATER, AND TOWN ASSETS



GOAL 4.1

Invest in current and future OV transportation networks and quality infrastructure (i.e., bridges, Dial-a-Ride, roads, Sun Shuttle, etc.).

OBJECTIVES

- 4.1.1 Create a Transportation Infrastructure Plan that establishes sustainable construction, operation, level of service, and maintenance strategies.
- 4.1.2 Participate in and support the Regional Transportation Authority's (RTA) effort to facilitate voter reauthorization of RTA Next by ensuring Oro Valley's long-term transportation needs are fairly represented.
- 4.1.3 Analyze the service and financial impacts of an RTA discontinuation scenario and provide alternative options in addressing transit service needs and future transportation infrastructure.

GOAL 4.2

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

OBJECTIVES

- 4.2.1 Develop and evaluate strategies to reduce the use of potable water in OV (i.e., golf courses, parks, residential, etc.).
- 4.2.2 Identify and evaluate potential new water sources for the Town.
- 4.2.3 Begin phased construction of the Northwest Recharge Recovery and Distribution System project.

GOAL 4.3

Maintain and improve the community's infrastructure by ensuring the effective utilization of Town and regional resources.

OBJECTIVES

- 4.3.1 Evaluate the cost/benefit analysis of all currently available pavement mill and replacement strategies, materials, and longevity.
- 4.3.2 Improve and evaluate opportunities for sustainable infrastructure (i.e., alternative transportation, electric vehicles, natural ecosystems, etc.) that demonstrates financial viability.
- 4.3.3 Implement a Town-owned public art maintenance plan.
- 4.3.4 Develop a comprehensive, organization-wide facility space plan that maximizes efficiencies and reflects the best use of Town properties for current and future needs.
- 4.3.5 Analyze and provide options for potential uses for the Rooney Ranch property.



FOCUS AREA 5: LAND USE AND DESIGN

GOAL 5.1

Maintain and enhance the character of the community regarding development, recognizing the importance of natural and open spaces.

OBJECTIVES

- 5.1.1 Develop a Tree Master Plan to include 50 trees in 2024 as part of Oro Valley's 50th Anniversary Celebration.
- 5.1.2 Advance and support the 2026 General Plan.
- 5.1.3 Analyze and update impact fees to ensure all Town services are included.





FOCUS AREA 6: EFFECTIVE & EFFICIENT GOVERNMENT

GOAL 6.1

Strengthen community engagement with a focus on clear and accessible information.

OBJECTIVES

- 6.1.1 Work to ensure the Town's digital platforms provide meaningful online engagement opportunities and easy access to important information.
- 6.1.2 Implement dashboards with the status of the Council's Strategic Plan.

GOAL 6.2

Foster and cultivate the Town's culture of continuous improvement to enhance customer experience, improve organizational efficiency, and increase value through innovation.

OBJECTIVES

- 6.2.1 Support, challenge, and engage employees at all levels of the organization.
- 6.2.2 Strengthen the Town's continuous improvement acumen by developing Lean Six Sigma skills among Town employees.

GOAL 6.3

Attract and retain skilled and knowledgeable employees.

OBJECTIVES

- 6.3.1 Continue to evaluate and monitor the current Town Compensation Plan.
- 6.3.2 Establish a supervisory training program.
- 6.3.3 Foster and promote a safe and engaging culture.
- 6.3.4 Promote employee recognition.

GOAL 6.4

Invest in the health and wellness of Town employees.

OBJECTIVES

- 6.4.1 Focus on programs and education related to physical, mental, nutritional, and financial health.

FOCUS AREA 7: FINANCIAL STABILITY AND SUSTAINABILITY



GOAL 7.1

Safeguard the Town's financial resources to ensure high service levels are met and maintained for current and future residents.

OBJECTIVES

- 7.1.1 Prioritize financial stability by evaluating current revenue sources and exploring new opportunities annually.
- 7.1.2 Evaluate current costs to control expenditures.
- 7.1.3 Update the Annexation Strategy to include revisiting the Tangerine/ Thornydale Arizona State Land Department annexation and further efforts at the Ina/Oracle area.

