

Town of Oro Valley

Focus 2020

General Plan Progress Report



Strategic Implementation Program

# CONTENTS

Overview.....	3
Highlights.....	4
Land Use Actions.....	4
Community Design Actions.....	5
Economic Development Actions.....	6
Cost of Development.....	7
Circulation and Transportation Actions.....	8-9
Public Facilities, Services and Safety Actions.....	10
Housing Actions.....	11
Parks and Recreation Actions.....	12
Arts and Culture Actions.....	13
Archeological and Historic Resources Actions.....	14
Open Space and Natural Resources Conservation ..	15-16
Water Resources Actions.....	17
Next Steps.....	18
Appendix: Focus 2020 General Plan Progress.....	19-48

## How to use this Document:

This document consists of two main parts, "Highlights", and the Appendix.

Highlights: Each of the twelve "Highlights" sections identifies completed items within each of the General Plan's 12 main elements or focus areas. Each of these sections also includes a pie chart indicating the completion status of actions in that section.

Appendix: The Appendix lists each action item identified in the General Plan as well as its current completion status.

The color code below is used throughout the document to represent the completion status of action items.



GREEN: Action is completed (represented as a green check in the appendix ✓).



YELLOW: Action has not been completed due to changed conditions.



BLUE: Action is ongoing



RED: Action has not yet been initiated and/or little progress has been made (represented as a red "x" in the appendix ✗).

# OVERVIEW

## Focus 2020 General Plan Progress

The Strategic Implementation Program is comprised of a set of actions which implement the policies outlined in Oro Valley's Focus 2020 General Plan. This plan established action items within each of its 12 primary focus areas or elements:

- Land Use
- Community Design
- Economic Development
- Cost of Development
- Circulation & Transportation
- Public Facilities, Services & Safety
- Housing Actions
- Parks & Recreation
- Arts & Culture
- Archeological & Historic Resources
- Open Space & Natural Resources Conservation
- Water Resources

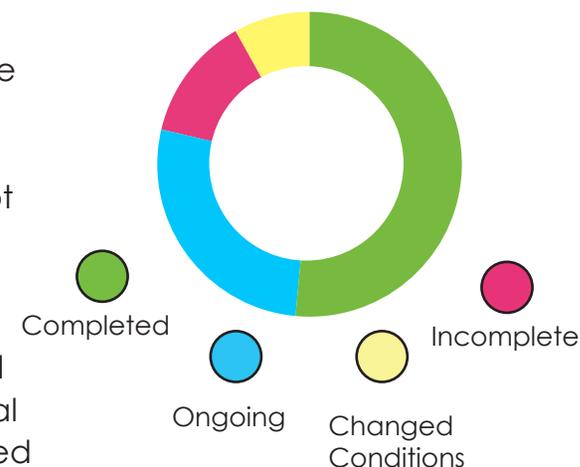
Within these focus areas, over 140 specific actions are identified. This progress report has been prepared to highlight completed actions, ongoing actions, and incomplete items.

Meaningful progress has been made on a majority of actions in the plan. Approximately 54 percent of the actions identified in the General Plan are complete; an additional 28 percent are ongoing; there has been a change in conditions to 8 percent of the actions; and the remaining 10 percent have not yet been completed.

Action items will impact the Planning Commission work program, the Capital Improvement Program, and the annual budget. This information will also be used to inform the 2015 General Plan Update.

The following sections of this report identify major accomplishments and remaining challenges in each of the General Plan's 12 elements based on progress made to-date.

**General Plan: Action Item Completion Status**





## Land Use

# Highlights

Oro Valley's Land Use changes reflect a maturing community as commercial and employment development play catch-up to the extensive residential growth of the Town. These changes have served to support the development of a full-service community. Additionally, actions by the Town Council have focused on continuing Oro Valley's tradition of high quality development that is environmentally responsible to the Sonoran Desert.

The implementation of the Environmentally Sensitive Lands (ESL) Ordinance is a critical land use control

identified by the Focus 2020 General Plan.

- Other Completed Action Items Include:
- Advanced an interconnected open space system within the Town, as well as within the region, by incorporating these needs into land use planning and community development efforts.
  - Amended the Zoning Code to require implementation of the Pedestrian/ Bicycle Plan and the Trails Plan in evaluation and review of development proposals within Growth Areas.
  - Revised transmittal procedures to ensure that all amendments to the General Plan within, or within one-quarter mile, of the planning areas of other jurisdictions are sent to those jurisdictions for comment.
  - The Town established an advisory committee, "ESL Public Advisory Committee", to consider policies

and procedures for conservation easements and holdings of open space.

- Jointly developed and adopted off-airport land use compatibility controls, the La Cholla Airpark Area, to protect the Airpark.
- Amended the Zoning Code to require consideration of the adopted Transit Plan in development applications.

**Land Use Actions**





## Community Design Highlights

The Town's Zoning Code includes Design Guidelines which cannot be static. The actions taken have attempted to wed the Town's new development with ongoing goals of preserving natural landscape and habitats. The outcome has progressed the aesthetic and environmental quality of Oro Valley.

Design Excellence is an expectation in Oro Valley and is evidenced by the richness and quality of the built environment. The adoption of Oro Valley's Design Standards, therefore, is a major accomplishment by the Town and will serve to enhance the aesthetic quality of Oro Valley as it

continues to develop.

- Other Completed Items Include:
- Reviewed and amended signage standards as necessary to ensure adequate information is conveyed in support of business growth.
  - Reviewed and amended lighting standards as necessary to ensure security standards are met while minimizing light pollution.

### Community Design Actions



## Design Standards



### Town of Oro Valley

*Caring for our heritage, our community, our future.*



### Addendum A

Adopted by Ordinance # 11-20 on July 6, 2011



# Economic Development Highlights

Oro Valley's economic future is interwoven with its distinctive natural setting highlighted by its proximity to the Pusch Ridge Wilderness, Coronado National Forest, and Catalina State Park. The actions taken by Town Council have attempted to marry Oro Valley's economic and environmental identity by progressing business interests while maintaining the community's vision and values.

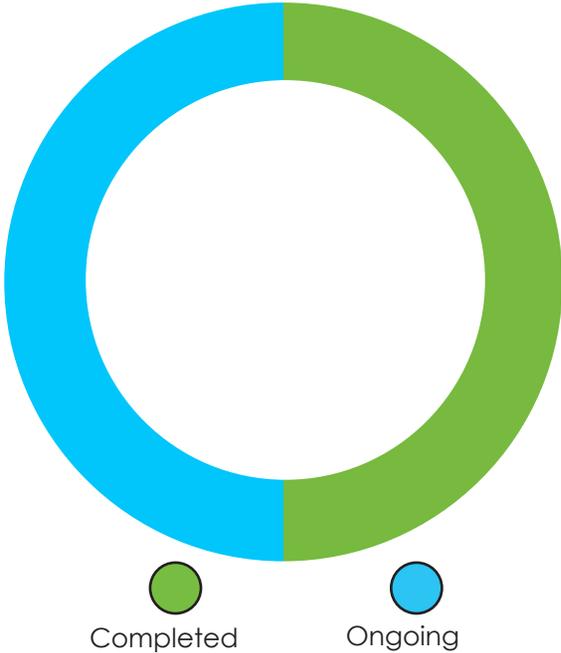
The Campus-style employment center at Innovation Park is a major economic driver for the town. In order to ensure

that this center, and others like it, fit into Oro Valley's built environment, the Town's Design Standards have been reviewed and amended to further the appearance and aesthetic quality of these centers.

Other Completed Action Items Include:

- Incorporated an Economic Vitality Model into the Impact Analysis for commercial and industrial projects, used to forecast revenue growth and Town expenditure impacts based on new and future development, and annexed areas.

## Economic Development Actions





# Cost of Development Highlights

The Cost of Development Element of the General Plan articulates the Town's interest in ensuring that new development in Oro Valley does its fair share to perpetuate the high standard for infrastructure that the Town has established since its incorporation.

One of the major accomplishments in this section, was to ensure that new development is covering the capital cost of new infrastructure. To help understand development costs, the Town preforms a comprehensive review of its development-related

revenue stream as a part of its annual budgetary process. Impact fees and construction of new facilities continue to be required of all new development.

Other Completed Items Include:

- Implemented a proactive annexation study to prioritize proposed annexations, concentrating on those proposals that create efficiency in service provision by the Town.
- Identified proposed new and upgrades to existing regional facilities, and determined if new development can legally be assessed responsibility for the improvement of each facility. For example impact fees cover regional facilities such as: major roads, libraries, and parks.

Cost of Development Actions





# Transportation & Circulation Highlights

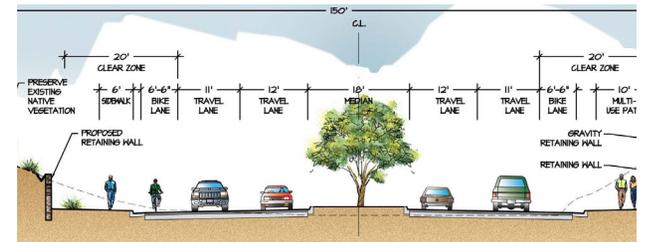
The Actions taken by the Town have ensured that Oro Valley's transportation system, as well as the transportation system for the Planning Area as a whole, has provided residents and visitors with safe, convenient and efficient mobility.

Over twenty transportation and circulation actions identified in the General Plan have been completed or are ongoing. Continual investment in transportation has ensured high quality, function and diversity of the Town's circulation systems.

Completed Items Include:

- Annually updated the Capital Improvement Plan, prioritizing street and circulation improvements necessary to implement the General Plan.
- Implemented the Subdivision Street Standards.
- Regularly updated the town-wide traffic volume count program to serve as a basis for future planning.
- Maintained a traffic safety program to identify and program projects for traffic safety improvements.
- Implemented the traffic calming plan to preserve neighborhoods through the reduction of cut-through traffic (Hardy Rd. and Calle Buena Vista).
- Implemented the Pedestrian and Bicycle Plan, and the Trails Plan.
- Implemented Access Control Guidelines for arterial streets.

- Implemented a pavement preservation and street maintenance program.
- Sought funding for all aspects of financing the Town's transportation system including alternative modes.



**LANDSCAPE SECTION - AREA A**





## Transportation & Circulation Cont.

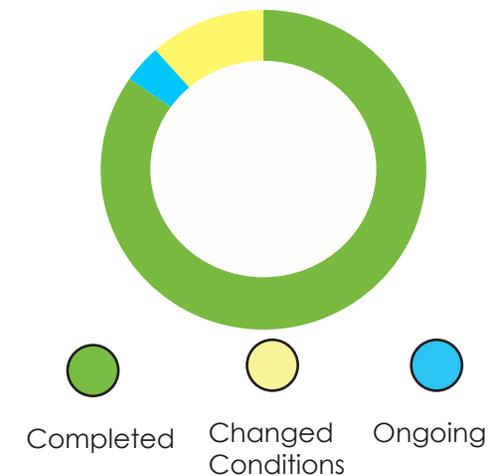
- Worked with other jurisdictions to develop a public-private partnership to promote trip reduction programs to reduce vehicle miles traveled (VMT).
- Continued to require a full Transportation Impact Study for all major development, defined as all non-residential and multifamily residential over 20 acres and residential developments of 200 lots or greater.
- Coordinated street improvements with drainage and flood control needs.
- Evaluated any wash crossings for collector and arterial streets in the design process to ensure minimal impact on environmentally sensitive

areas including riparian habitat, while maintaining hydraulic efficiency.

- Designed improvements of major road corridors to maximize protection of scenic vistas and minimize visual impact of roadways constructed on slopes.
- Continued to review major development plans and public projects for transit integration and pedestrian access.
- Worked with Marana and Pima County to coordinate public transit services in the Northwest Metro Area.
- Participated in efforts to study the feasibility of a Regional Transit Authority.
- Located, designed and constructed two Park and Ride facilities located at 2291 E Rancho Vistoso Boulevard and at River Front Park.
- Continued to develop and distribute promotional materials, including

- information on bike locker locations and pedestrian and bike routes, to identify Oro Valley as a Bicycle and Pedestrian Friendly Community.
- Coordinated with PAG to create a regional pedestrian and bike network.
- Developed a maintenance program for bicycle facilities.
- Achieved private sector installation of alternative fuel stations.

### Transportation and Circulation Actions





## Public Facilities, Services & Safety Highlights

The purpose of the Public Facilities, Service and Safety Element is to provide the Town of Oro Valley with development oversight strategies that ensure orderly, rational development of facilities and services to support projected growth and to address the safety needs of its residents. Completed actions have prevented hazards, both environmental and man-made, and have promoted helpful, safe, Town services.

Oro Valley's public safety programs are community centered at their core. Programs such as Community

Policing, Neighborhood Watch, community academy, and bicycle/ pedestrian safety programs actively work to keep the Town's citizens safe, and informed.

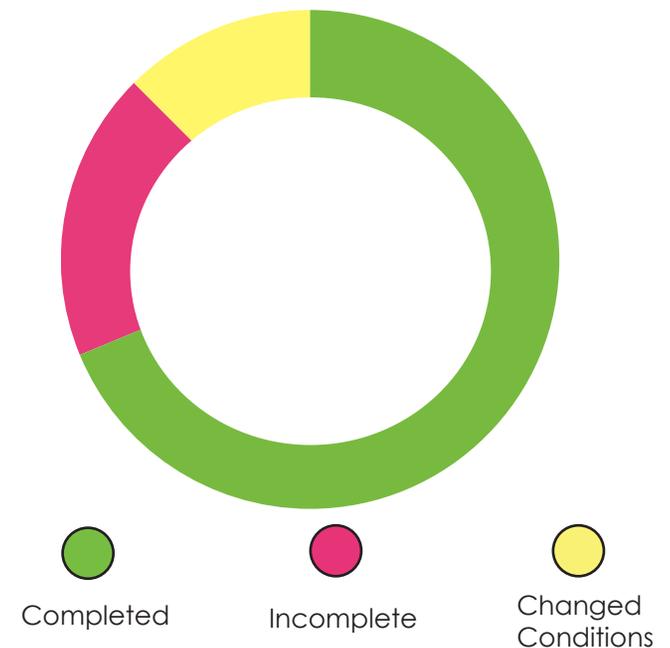
Other Completed Items Include:

- Expanded emergency training programs, such as CPR.
- Developed a flood control ordinance that prohibits development within the floodway
- Actively solicited non-Town service providers, such as fire districts, to provide comments on proposed developments.
- Jointly worked with school districts in siting new schools.
- Amended the site analysis requirements for residential rezoning cases to incorporate evaluation of school facilities.
- Continued programs to

decentralize public safety and other public facilities.

- Expanded the Town's public safety awareness program.
- CPTED safety standards included as part of the adopted Design Standards.
- Established an emergency management plan.

### Public Facilities, Services & Safety Actions





# Housing Highlights

Oro Valley is recognized as a highly desirable place to live. The actions taken by the Town have ensured that housing opportunities are provided within high quality neighborhoods that are safe and well planned. Because of these actions, Oro Valley continues to be a place defined by its strong neighborhoods and quality housing development.

Adopted in 2011, Oro Valley's Design Standards ensure that residential environments are not only of a high quality, but provide for street character, open space, and high quality home design and architecture.

Other Completed Items Include:

- Established procedures to monitor neighborhood conditions by holding neighborhood meetings, and working with Home Owners Associations to inform residents about new development applications.
- Created and initiated neighborhood enhancement programs such as the Neighborhood Clean Up Program to ensure that Oro Valley's neighborhoods remain at a high standard of quality.

Housing Actions





# Parks & Recreation

## Highlights

The Parks and Recreation Element is intended to protect and enhance the high quality resort/residential image, identified in the General Plan. The actions taken by the Town ensure that Oro Valley has diverse recreation options.

Several new parks have been acquired, designed, and constructed to fit the needs of Oro Valley's citizens including the CDO Linear Park, a new accessible playground, recreation programs, and most notably the Town's aquatic center expansion (although not identified specifically in

the General Plan).

- Other Completed Items Include:
- Incorporating into the plan review process, requirements, procedures, and criteria for assessing the recreational facility needs of the residents of proposed subdivisions.
  - Initiated a Park and Trail Maintenance Program.
  - Required appropriate signage to be installed in parks for public information, as part of the development process.
  - Developed joint use agreements between the Town and Amphi School District to further increase the availability of recreational facilities in the community.

### Parks & Recreation Actions





# Arts & Culture Highlights

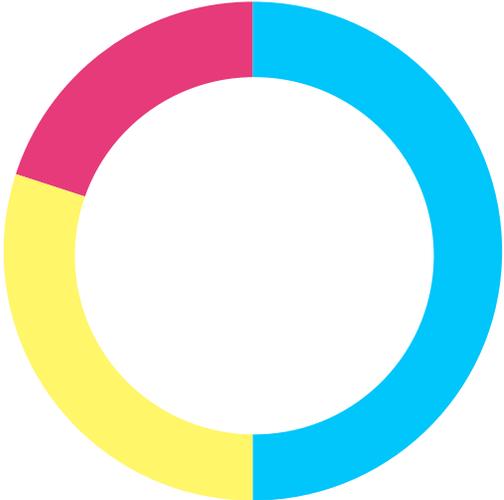
As Oro Valley grows and matures as a community, its interests in establishing and maintaining a rich mix of opportunities for arts and cultural activities are clear. The actions taken by the Town have improved opportunities to enjoy Oro Valley's artistic assets.

Continued implementation and direct funding of arts resources, including the 1% arts ordinance has resulted in an impressive collection of over 200 publicly displayed art pieces throughout the Town.

Other Ongoing Action Items Include:

- Developed a variety of opportunities for visual and performing arts.
- Developed relationships with businesses and other arts/cultural organizations, specifically SAACA, to create new arts related opportunities for Town residents.
- Formed collaborative efforts between the Library, Parks and Recreation, arts organizations and the school district to host annual recreation programs such as the tree lighting ceremony and various Steam Pump Ranch festivals.
- Initiated a plan to encourage the creation of and identify funding sources for one or more arts districts.

Arts & Culture Actions



● Ongoing    
 ● Incomplete    
 ● Changed Conditions





# Historic Resources

## Highlights

Oro Valley is a town of breathtaking natural beauty and an area that possesses rich archeological and historic resources that date from approximately 11,500 years ago. The actions taken by the Town continue to celebrate the richness that these resources bring to residents and visitors.

Oro Valley continues to protect cultural and archeological resources through an updated ordinance and by working collaboratively with Pima County

and the State Historic Preservation Officer (SHPO).

Other Completed Items Include:

- Initiated and implemented the Certified Local Government process, a preservation partnership between local, state and national governments focused on promoting historic preservation.

**Historic Resources Actions**





## Open Space & Natural Resources

# Highlights

Oro Valley's exceptional environmental resources have shaped the Town's character. The conservation of natural open space, biological resources, visual resources, and other natural resources is of significant public interest. The actions taken by the Town have ensured the conservation of these resources while promoting quality growth.

The development of Oro Valley's ESL ordinance has been the Town's premier open space and natural resource management

accomplishment. This regulation is comprehensive and affects most items identified in this section of the General Plan.

Completed Action Items:

- The Zoning Code was amended to use open space preservation as a criterion in deciding the approval or denial of rezoning proposals.
- Worked with Pima County, Arizona Game and Fish Dept., the Nature Conservancy and others to develop a GIS database of biological resources for the Town.
- Participated in the development and implementation of the Sonoran Desert Conservation Plan.
- Amended the Zoning Code to allow, if in-place protection is not feasible, the transplantation of healthy native vegetation to approved sites within, or outside the project limits.
- Reviewed, and amended the

Zoning Code to provide guidelines for the safe movement of wildlife above and below roadways and through or around other man-made environments.

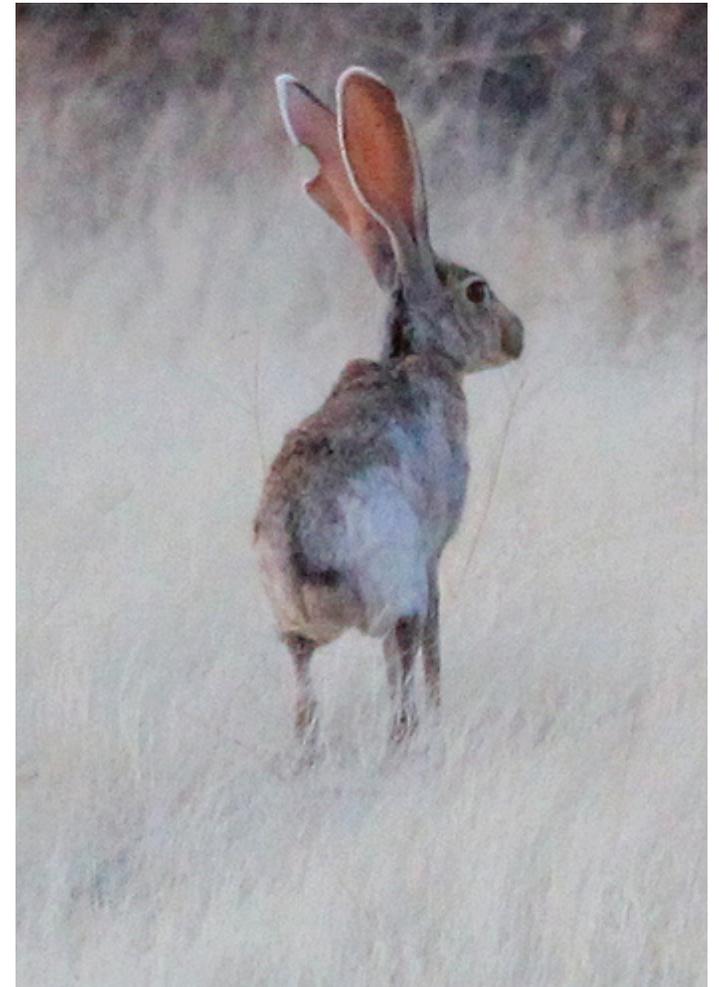
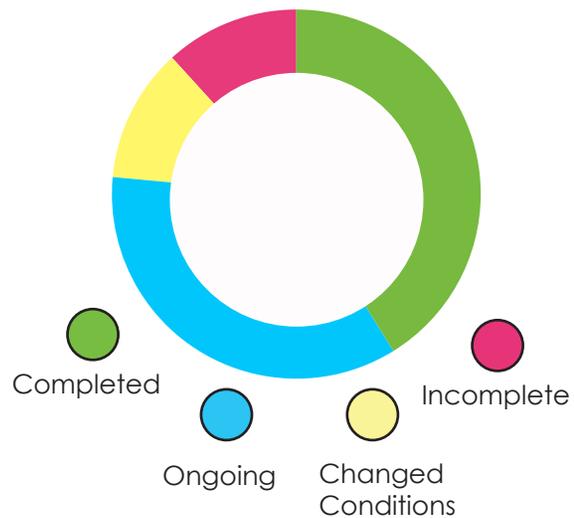




## Open Space & Natural Resources Cont.

- Created and worked with the ESL advisory committee to establish an interconnected open space strategy.
- Continued the Save-A-Plant program.

### Open Space & Natural Resources Actions





## Water Resources Highlights

The Town of Oro Valley recognizes the importance of water to maintain the natural qualities that attract people to the area and sustain their existence. The actions taken by the Town reflect the importance of protecting and ensuring future needs of Oro Valley's residents.

To this goal, the Town has diversified its water supplies and has developed its reclaimed water system. Central Arizona Project water is also being delivered to the Town through agreements with Tucson Water.

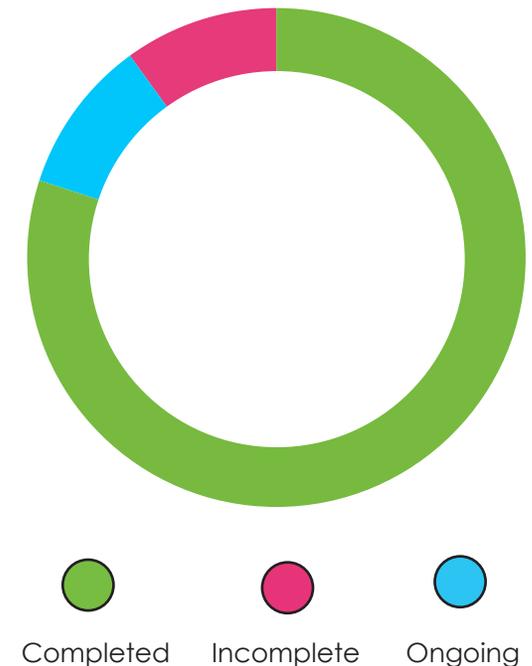
Other Completed Action Items Include:

- Approved a Floodplain management

ordinance.

- Amended the site analysis requirements to address cumulative impacts on on-site and off-site drainage.
- Implemented the storm water management program.
- Coordinated with Pima County Wastewater Management to investigate neighborhood conversions from septic tank to sewer systems.
- Continually monitor the effects of the use of CAP water.
- Implemented a comprehensive Town-wide water conservation program, and participate in regional water conservation programs.
- Set up procedures to meet all State and Federal regulations regarding the treatment, quality, and monitoring required for the use of reclaimed water.
- Updated the Potable Water System Master Plan to reflect this General Plan.

### Water Resources Actions



# NEXT STEPS

The Town of Oro Valley continues to make considerable progress in completing the actions identified in the Focus 2020 General Plan. Efforts to-date have spanned across numerous departments and have involved many community partners, Boards and Commissions, and citizens.

The General Plan is a working document. It is the result of the collective efforts of citizens, elected and appointed officials, community groups, individuals, and agencies who have spent countless hours developing a framework for future development. The General Plan, has to be updated periodically (and by law) to remain relevant to Oro Valley's evolving needs.

Completed items in this document should be celebrated, but part of the process was also to identify problem areas and deficiencies. A number of key

actions require attention in the near term to stay on track to meet our Plan goals.

For example, Parks and Recreation, Arts and Culture, and Archeological and Historic resources, three of the Town's most citizen service-oriented elements, each have a number of important incomplete action items.

All action items, complete and incomplete, were reviewed and evaluated for current relevance. This information will be used to inform the 2015 General Plan Update, the Planning Commission Work Plan, the Capital Improvement Plan, and the Annual Budget.

This document has identified the Town of Oro Valley's progress in completing the actions enumerated in the Focus 2020 General Plan in order to actively further its citizen-based goals and needs.



# APPENDIX

## STATUS LEGEND



RED: Action has not yet been initiated an/or little progress has been made.



YELLOW: Action has not been completed due to changed conditions.



BLUE: Action is ongoing



GREEN: Action is completed

*This appendix details the progress made by the Town thus far in implementing the 2020 General Plan.*

### Coordinating Department Acronyms

Following each action item in the tables that follow Town department(s) are identified as primary coordinators or facilitator of implementing the given action. Acronyms for the “Primary Responsibility” and “Lead” Departments are provided below.

Town Departments / Divisions:

BS - Building Safety  
CD - Community Development  
CR - Cultural Resources  
C&S - Conservation and Sustainability  
ED - Economic Development  
F - Fire Department

FM - Fire Marshall  
FN - Finance  
IS - Infrastructure Services  
L - Librarian  
P - Police  
Permits - Permitting Division  
PLG - Planning Division  
PW - Public Works  
P&R - Parks and Recreation  
P&Z - Planning and Zoning  
SP - Special Projects  
SPC - Special Projects Coordinator  
T - Transit  
TA - Town Attorney  
TC - Town Council  
TE - Town Engineer  
TM - Town Manager  
TS - Transit Services  
W - Water Department  
WD - Water Director  
WU - Water Utility

1. Land Use Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	LU.1	1.1.1, 1.1.3, 1.1.4, 1.1.5, 1.4.2, 10.1.1, 10.1.2, 10.1.3, 10.1.4, 11.1.1, 11.1.2, 11.1.4, 11.1.5, 11.1.11, 11.2.1, 11.2.2, 11.2.3, 11.2.4, 11.2.6, 11.2.7, 11.2.9, 11.2.10, 11.2.11, 11.2.12, 11.2.13, 11.2.14, 11.3.3, 11.4.1, 11.4.3, 11.5.6	Develop and implement an Environmentally Sensitive Lands Overlay Zone (ESL) Ordinance that would define the criteria of ESL lands and permit a set of development standards that would act as an incentive to protect sensitive lands.	P&Z	PLG	Short Term	Environmentally Sensitive Lands Adopted by Ordinance 11-01, Added February 16th, 2011.
	LU.2	1.1.4, 1.1.7, 1.2.2	Participate directly in the comprehensive planning efforts and establish strong working relationships with Marana, Pima County, Pinal County, Catalina Village, ASLD, and PAG to develop and adopt a coincident set of strategies to address various regional issues and integrate the various plans within the Planning Area. Ensure coordination on planning issues of mutual concern.	CD	PLG	Ongoing	Region planning is ongoing and coordinating with ASLD, Pima County, and surrounding jurisdictions to accomplish a variety of mutually beneficial issues including: annexation; transportation; economic development; infrastructure; and regional library services.
	LU.3	1.2.2, 6.2.1, 6.2.2, 6.2.5	Work closely with local school districts to ensure that adequate development related information is provided to the districts (Refer also to Actions PFS.5 and PFS.6)	CD	PLG	Ongoing	New subdivision plans are shared with school districts for their reference.
	LU.4	1.1.7	Work closely with other governmental units to promote acquisition strategies for expansion of nearby Federal, state and county owned public lands if additional protection or enhancement is also deemed necessary by the Town.	TC	TM	Ongoing	Pima County has made several recent acquisitions for planned wildlife crossings on Oracle Road.

1. Land Use Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	LU.5	1.5.5	Jointly develop and adopt off-airport land use compatibility controls, within the La Cholla Airpark Planning Area, to protect the Airpark.	P&Z	PLG	Medium Term	The Airport Environs Overlay District was created to protect the health, safety, and welfare of persons and property in the vicinity of the La Cholla Airpark.
	LU.6	1.1.2, 1.1.3, 1.1.6, 1.2.1, 1.4.1, 1.5.5, 2.1.9, 2.2.1, 7.1.1, 7.1.5, 10.1.1, 10.1.3, 10.1.4, 10.2.1, 11.2.15, 11.2.17, 11.3.4, 11.5.5, 12.3.2, 12.3.4	Continued enforcement of the Zoning Code and design guidelines.	P&Z	PLG	Ongoing	Planning staff continually works to enforce the Zoning Code and new design standards.
	LU.7	1.1.2, 1.1.5, 1.3.1, 1.3.4, 1.3.5, 1.4.3, 1.4.4, 1.5.1, 5.4.4	Continued implementation of the General Plan policy, currently underway.	P&Z	PLG	Ongoing	Planning staff continually works to implement General Plan policies.
	LU.8	1.3.1, 1.3.3, 1.3.4, 1.3.6, 1.5.5, 7.1.4, 7.2 (all), 7.3.1	Define and develop a Complementary Use District Zoning Ordinance and design standards that will be utilized in developing master plan proposals including commercial, office, and/or housing.	P&Z	PLG	Short Term	New Mixed-Use General Plan category pending Council approval.
	LU.9	1.3.2	Amend the Oro Valley Zoning Code Revised (OVZCR) to require consideration of the Transit Plan in evaluation and review of development proposals within Growth Areas.	P&Z	PLG	Medium Term	Coordination and review is occurring. Town has adopted Regional Transit Plan and continually works with the RTA. OVZCR amended, 5/18/11.
	LU.10	1.3.3, 3.1.8	Allow additional opportunity for neighborhood commercial by completing a study to identify under-served areas where neighborhood commercial is appropriate.	P&Z	PLG	Short Term	Updated C-N (Neighborhood Commercial) development standards and uses by Ordinance 11-01 on February 16th, 2011.

1. Land Use Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	LU.11	1.3.6	Amend the Oro Valley Zoning Code Revised (OVZCR) to require implementation of the Pedestrian/Bicycle Plan and Trails Plan in evaluation and review of development proposals.	P&Z	PLG	Short Term	The development review process includes plan evaluation by Parks and Recreation for compatibility with Pedestrian/Bicycle and Trails Plan. Planning staff additionally applies the following standards to new development for continued consideration of bike/pedestrian amenities: Subdivision Street Design Standards; Subdivision Design Principles.
	LU.12	1.5.2	Rezone all Town-owned parks to Parks/Open Space zoning district.	P&Z	PLG	Medium Term	Was not included in the Planning and Zoning Work Plan.
	LU.13	1.5.2, 7.1.3, 11.1.5 (Buffers are not addressed by these policies)	Revise the Recreation Code of the OVZCR to assure that adequate buffers are provided.	P&Z	PLG	Medium Term	Section 26.5 Provision of Recreation Area dictates amount of space and required recreation amenities.
	LU.14	11.3.4	Utilize best management practices established for the Natural Events Action Program (NEAP) when issuing and enforcing grading permits.	PW	Permits	Ongoing	Continual enforcement of Storm Water Pollution Prevention Program (SWPPP) with the purpose of soil erosion protection.
	LU.15	11.1.4, 11.1.7, 11.1.9	Advance an interconnected open space system within the Town, as well as within the region, by providing for an open space planning component in all appropriate land use planning and community development efforts. See also OS.4 and LU.2.	P&Z	PLG	Short Term/ Ongoing	ESL addresses this for rezoned properties. Would be facilitated with Parks Master Plan. ESL Open Space Requirements. Design Guidelines C-d pg. 2.

1. Land Use Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	LU.16	3.1.10, 11.1.12	Negotiate any proposed pre-annexation agreements to ensure they support, and do not work counter to, the goals and policies of the General Plan.	SPC, TA	TM	Short Term/ Ongoing	Town continues to pursue annexation agreements.
	LU.17	1.5.9	Revise transmittal procedures to ensure that all amendments to the plan within, or within one-quarter mile, of the planning areas of other jurisdictions are sent to those jurisdictions for comment.	P&Z	PLG	Short Term	General Plan amendment submittals provided to area jurisdictions for comment.
	LU.18	1.3.5, 1.4.11	Develop procedures to require master plans for coordinated development, particularly on vacant areas of 40 acres or greater, and in context with adjacent properties.	P&Z	PLG	Medium Term	Master development plans are required for large multi-phase projects or as PADs (no 40 acre requirement). Public participation process is used to evaluate the development in context with adjacent uses.
	LU.19	1.5.7, 1.6.8, 4.1.5	Develop additional standards, as may be necessary for analyzing effects of development of a regional impact.	P&Z	PLG	Medium Term	Development applications shared with neighboring jurisdictions. Additionally, use of TIA provides further insight.
	LU.20	11.1.1	The Town of Oro Valley will establish an advisory committee to consider policies and procedures for conservation easements and holdings of open space.	TC	PLG	Short Term	ESL advisory committee apart of ESL code development process.

## 2. Community Design Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	CD.1	1.2.3, 1.4.7, 1.4.8, 2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.7, 2.1.8, 2.1.9, 2.1.11, 2.2.1, 3.1.7, 5.4.4	Review, update and amend the Development Design guidelines/standards to ensure compatibility with the policies outlined in the General Plan.	P&Z	PLG	Short Term	Adopted Design Standards by Ordinance 11-20 on July 6, 2011.
	CD.2	2.2.1	Review procedures to ensure continuous enforcement of Section 13-107 (Solar Protection) of the OVZCR. (Now OVZCR Section 27.1)	P&Z	C&S	Short Term	Solar installations should be tracked through the permitting process. As written, the Zoning code is not implementable due to vague language, Work plan item needed.
	CD.3	2.1.10	Review and amend signage standards as necessary to ensure adequate information is conveyed in the least intrusive form.	P&Z	PLG	Short Term	Revised Sign Code was Adopted by Ordinance 11-07. Additionally, Sign Committee assigned to review signage standards.
	CD.4	2.3.1, 11.4.2	Review and amend lighting standards as necessary to ensure security standards are met while minimizing light pollution.	P&Z	PLG	Long Term	Updates in May 2005 and Oct. 2007.

### 3. Economic Development Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	ED.1	3.1.1, 3.1.2, 3.1.5, 3.1.6, 3.1.9	Update the adopted Community Economic Development Strategy based on the 2020 General Plan Update, utilizing the fiscal model prepared as part of the planning process and regularly updated. Implement this revised strategic plan. (planning process refers to Economic Development)	ED	ED	Short Term	Updated CEDS in 2010.
	ED.2	3.1.4	Include strategic capital projects in the Capital Improvement Plan which would support desirable economic development which implements the General Plan.	ED	ED	Annually	Strategic Capital Projects such as the pool, Steam Pump Ranch, and other projects, have been pursued and need to be added to the CIP.
	ED.3	3.1.6, 4.1.1, 4.1.2, 4.3.2, 6.1.1, 6.1.2	Incorporate fiscal model prepared for the General Plan Update into the Impact Analysis for commercial and industrial projects, 20 acres or larger and into the Fiscal Impact model used to evaluate proposed annexations.	FN	FN	Medium Term	An Economic Vitality Model was created in 2006/07 and used to forecast revenue growth and Town expenditure impacts based on new and future development, and annexed areas.
	ED.4	3.1.7	Review and amend Oro Valley Design Guidelines to more fully address campus-style employment centers.	P&Z	PLG	Short Term	Design Standards Adopted by Ordinance #11-20 on July 6, 2011.

#### 4. Cost of Development Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	COD.1	3.1.6, 4.1.4, 4.1.7, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6, 4.3.1, 4.3.2, 6.1.2	Perform a comprehensive study of the Town's revenue stream to ensure that funding from new development is completely covering the capital costs of infrastructure required to serve the development at the desired LOS (level of service); to project costs to the Town over time that cannot be assessed to new development; and to identify and develop revenue sources that can fund those needs.	FN	FN	Medium Term	Review of revenue stream is part of an annual process tied to budget and legislative restrictions.
	COD.2	4.1.2, 4.1.3	Implement a proactive annexation study to prioritize proposed annexations, concentrating on those proposals that create efficiency in service provision by the Town. Ensure that both long term and short term costs and benefits of annexations are addressed.	SP	TM	Medium Term	A proactive annexation strategic plan has been developed by the Town Manager's Office. Finance department conducts a cost based analysis on every annexation proposal.
	COD.3	4.1.7, 4.1.9	Identify exceptions, if any, to fair share cost recovery that the Town finds to be in the public interest.	FN; ED	FN	Medium Term	Exceptions, if any, are evaluated on a case-by-case basis. Legal limitations exist, including the gift clause.
	COD.4	4.1.5, 1.5.7	Identify proposed new and upgrades to existing regional facilities, and determine if new development can legally be assessed responsibility for improvement of each facility. Develop options for implementation for consideration by the Town Council.	FN; P&Z	FN	Medium Term	Impact fees cover regional facilities such as: major roads, libraries, and parks.

#### 4. Cost of Development Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	COD.5	4.1.6	Continue to require new development to provide infrastructure that accommodates future development identified in the General Plan, as necessary, with an appropriate payback mechanism.	P&Z	PLG	Ongoing	Accommodation for future developments, including water and roads, require payback.
	COD.6	4.1.8	Develop an intergovernmental agreement with Pima County for service provision standards in unincorporated areas of the Planning Area.	TM	TM	Medium Term	A formal IGA has not been adopted. The Town and PC work together through PAG to ensure that roadway and other regional projects within the Planning Area meet Town standards. Pima County also provides opportunity for the Town to comment on development projects within the Planning Area.
	COD.7	4.3.3	Concisely and clearly document on an annual basis the status of the annual budget, CIP, and all studies related to provision of infrastructure by the private and public sector.	FN	FN	Annual	The Infrastructure Asset Inventory is tracked and updated on an annual basis and reported in financial statements.

## 5. Circulation and Transportation

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	CT.1	5.1.1, 5.1.2, 5.2.1, 5.9.2, 5.9.3, 1.5.2	Annually update the CIP, prioritizing street and circulation capital improvements necessary to implement the General Plan Circulation and Transportation Element.	PW	IS	Annual	Multi-modal construction taking place throughout arterial roadway network.
	CT.2	5.1.5, 5.4.5	Implement the subdivision street standards.	PW	TE	Ongoing	Subdivision Street Design Standards Adopted by Ordinance 11-15, Amended May 18th, 2011
	CT.3	5.1.1, 5.1.2	Regularly update the town wide traffic volume count program to serve as a basis for future planning.	PW	IS	Ongoing	Working with PAG regionally.
	CT.4	5.1.3, 5.9.7	Maintain a traffic safety program to identify and program projects for traffic safety improvements.	PW	IS	Ongoing	2010 Established a Traffic Engineering Unit.
	CT.5	5.1.4, 5.1.9, 5.4.1	Implement the traffic calming plan to preserve neighborhoods through the reduction of cut-through traffic.	PW	IS	Ongoing	Incorporated traffic calming into private and public projects.
	CT.6	1.5.2, 5.1.5, 5.1.6, 5.1.7, 5.3.2, 5.9.1, 5.9.2, 5.9.3, 5.9.5, 6.2.6, 8.2.1, 8.2.2, 8.2.4, 8.5.2, 8.5.3, 8.5.4, 11.3.4	Implement the Pedestrian and Bicycle Plan, and the trails plan.	PW; P&R	IS	Ongoing	Constructing Multimodal projects, CDO Linear Park, and connected open space.
	CT.7	1.5.6	Implement Access Control Guidelines for arterial streets.	PW	IS; Permits	Ongoing	Incorporated access management into private and public projects

## 5. Circulation and Transportation

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	CT.8	5.1.8	Evaluate possible creation of a connected network of exclusive and on-street routes for neighborhood electric vehicles and similar alternatives.	PW	IS	Long Term	Town density does not support exclusive and on-street routes. Town has implemented sun shuttle dial-a-ride program as a transit alternative.
	CT.9	5.1.10, 11.3.4	Implement a pavement preservation and street maintenance program.	PW	IS	Ongoing	Fully operational Pavement Management Program.
	CT.10	5.2.2, 5.9.2, 5.9.3, 8.5.3	Seek funding for all aspects of financing the Town's transportation system including alternative modes.	PW	IS	Ongoing	Secured RTA funding for bike, pedestrian, and transit projects. Road Funding from HURF.
	CT.11	5.3.3, 5.8.2, 5.9.5, 11.3.4	Working with other jurisdictions, develop a public-private partnership to promote trip reduction programs to reduce vehicle miles traveled (VMT).	PW	IS	Ongoing	Working with PAG committees to develop regional trip reduction programs such as ride-shares. Ride-share program is promoted through the Town's Human Resources Department.
	CT.12	1.5.7, 1.6.8, 5.1.1	Continue to require a full Transportation Impact Study for all major development, defined as all non-residential and multi-family residential over 20 acres and residential developments of 200 lots or greater.	PW	IS; Permits	Ongoing	Required through the development process
	CT.13	5.4.2	Coordinate street improvements with drainage and flood control needs.	PW	IS	Ongoing	Combined Stormwater and roadway projects
	CT.14	5.4.2	Evaluate any wash crossings for collector streets and above in the design process to ensure minimal feasible impact on environmentally sensitive areas or riparian habitat, while maintaining hydraulic efficiency.	PW	IS	Ongoing	The Regional Transportation Authority plan includes \$45 million for transportation-related critical wildlife linkages as part of the environmental and economic vitality element of the plan.

## 5. Circulation and Transportation

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	CT.15	5.4.3, 11.3.1, 1.1.4	Design improvements of major corridors to maximize protection of scenic vistas and minimize the visual impact of roadways constructed on slopes.	PW	IS	Ongoing	ESL's Scenic Resources Category provides protection for scenic corridors, by directing development design to conserve scenic views across private property.
	CT.16	1.5.5, 5.5.1, 5.5.2, 5.5.3, 5.5.4, 5.6.1, 5.6.2, 5.6.3, 5.7.1, 5.7.2, 5.7.3	Update Transit Development Plan periodically, as delineated in the adopted plan.	TS	T	Ongoing	Town has adopted the Regional Transit Plan and works with the RTA to update this plan annually.
	CT.17	1.5.5, 5.4.1, 5.5.1, 5.6.1, 5.6.3	Continue to review major development plans and public projects for transit integration and pedestrian access.	TS	T	Ongoing	Transit Services reviews transit needs for development projects.
	CT.18	5.6.1, 5.7.2	Annually update the public transit facilities in the capital improvement program.	TS	T	Ongoing	Capital Improvement Program now regional with RTA as lead agency.
	CT.19	5.5.3, 5.6.2, 5.7.3	Integrate Sun Tran Express Service (Route 162) contract to include opportunities for transfers between Coyote Run and Route 162.	TS	T	Short Term	All services within Pima County have been regionalized and seamless transfers now exist between these routes. Smart Car technology is soon to be implemented in 2013 which will improve upon integration of these connections.
	CT.20	5.5.3, 5.6.4, 5.7.3, 5.8.1	Work with the jurisdictions in the northwest region to coordinate public transit services in the Northwest Valley.	TS; TC	T	Medium Term	RTA is the overarching authority for the region, including the Northwest Valley. RTA has implemented all inclusive sun shuttle services throughout the region.
	CT.21	5.8.1	Participate in efforts to study the feasibility of a Regional Transit Authority should the opportunity arise.	TC	T	Long Term	RTA was created and a sales tax initiative approved by voters in 2006.

## 5. Circulation and Transportation

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	CT.22	5.6.1, 5.7.3	Locate, design and construct a modest public transit transfer facility as stated in the Transit Development Plan. If possible, contract with local business owners or property owners to establish a mini park-and-ride lot with the transfer facility.	TS	T	Medium Term	Two Park and Ride facilities were completed in 2009.
	CT.23	5.9.4, 8.5.4	Continue to develop and distribute promotional materials, including information on bike locker locations and pedestrian and bike routes, to denote Oro Valley as a Bicycle and Pedestrian Friendly Community.	PW; P&R	PW	Ongoing	Oro Valley Police Dept. offers bike/pedestrian safety information available on their website.
	CT.24	5.9.8, 6.2.6, 8.5.1, 8.5.2, 11.3.4	Coordinate through PAG to create a regional pedestrian and bike network.	PW; P&R	IS; P&R	Ongoing	Working with PAG and RTA to create "the Loop" a regional bike and pedestrian path.
	CT.25	5.9.9	Develop a maintenance program for bicycle facilities.	PW	IS; P&R	Medium Term	Sweeping and fog seal programs implemented
	CT.26	5.6.4	Encourage private sector installation of alternative fuel stations.	P&Z	C&S	Medium Term	Ordinance 11-31 (May 18th, 2011) approved 4 EV charging stations across OV.

6. Public Facilities, Services and Safety Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	PFS.1	6.4.4	Expand emergency training programs, such as CPR.	FM; P&R	F	Medium Term then Ongoing	GRFD has been expanding programs
	PFS.2	6.1.4	Develop a flood control ordinance that prohibits development within the floodway.	PW	IS; Permits; PW	Short Term	Adoption of the Floodplain Management Ordinance in 2005.
	PFS.3	6.1.5	Actively solicit non-Town service providers, such as fire districts, to provide comments on proposed rezonings, subdivisions and development plans per the OVZCR.	P&Z	PLG	Ongoing	Golder Ranch Fire District provides comments on all development review proposals.
	PFS.4	6.1.6	Investigate and evaluate opportunities to contract out or privatize public services.	TC	TM	Ongoing	The Town is currently pursuing a limited amount of privatized services. Those include certain Parks Programs, fleet maintenance, and potential legal services.
	PFS.5	6.2.1, 6.2.2, 6.2.5, 6.2.6, 6.4.1, 9.1.7	Jointly work with school districts in siting new schools, development of joint use opportunities on school sites, safe student bike and pedestrian access to school sites and implementing school site reservation policies. Refer also to Action LU.3.	CD	PLG	Ongoing	PAD applications require a Public Services and Facilities Element that includes school siting, student enrollment forecasts, and school/park site dedications. Additionally, new subdivision plans must incorporate safe pedestrian and bike access to schools.

6. Public Facilities, Services and Safety Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	PFS.6	6.2.1, 6.2.3, 6.2.4, 6.4.1	Amend the site analysis requirements for residential rezoning cases to incorporate evaluation of school facilities and address other school planning issues.	P&Z	PLG	Short Term	Site analysis for rezoning cases require the applicant to indicate the number of elementary, junior and senior high school students generated by the rezoning, remaining capacity within the area schools serving the site, and for the applicant to provide a letter from affected school district indicating that a proposed site can accommodate the educational space requirements for the projected number of residents.
	PFS.7	5.1.7, 5.9.6, 5.9.7, 6.2.6	Expand the bicycle safety course program, and develop a pedestrian safety program.	P	P	Ongoing	Implemented a two part bicycle safety course that includes traffic laws, bicycle maintenance, safe riding techniques and a five mile ride. Have also partnered with School Resource Officers to provide bicycle safety at the schools. Continue to conduct "bicycle rodeo's" at Neighborhood Watch events
	PFS.8	6.3.1, 6.3.2, 6.3.3	Develop and maintain a Library Strategic Plan in conjunction with Pima County and the Friends of the Library.	L	P&R; L	Medium Term then Ongoing	IGA with Pima County Resolution 12-14 on March 7th, 2012 to transfer OV public library facilities and operations to the Pima County free library district.
	PFS.9	6.4.2	Continue the programs to decentralize public safety and other public facilities to provide the best service considering new developments and annexations.	TC	TM	Ongoing	Town recently opened new PD substation in OV Marketplace in partnership with a private landowner. Town will continue to uphold this policy as future development and annexations are considered.

6. Public Facilities, Services and Safety Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	PFS.10	6.4.3	Maintain a community-policing and neighborhood watch program.	P	P	Ongoing	Over 40 active NW groups; representing nearly 3,000 individual homes.
	PFS.11	6.4.4	Expand the Town's public safety awareness program.	P; FM; BS	P	Ongoing	PD implemented a reverse 911 program with public works and water. PD also offers several safety and awareness programs, they are all listed on their website.
	PFS.12	6.4.5	Improve upon a Crime Prevention through Environmental Design (CPTED) Program – a program to reduce opportunities for crime by reviewing development plans to ensure easy surveillance, control of access, and establishment of territories (ownership) – with specific criteria when reviewing development properties. Work with Planning & Zoning to add these as Design Guidelines in the Code.	P	P	Medium Term	Completed through adoption of Design Standards in 2011.
	PFS.13	6.4.7	Amend the site analysis requirements and subdivision / development plan requirements in the OVZCR to address response to wildfire impacts.	P&Z	PLG	Medium Term	Site analysis requirements have not been amended, however, the Oro Valley Fire Department reviews all development plans and enforces the Adopted International Fire Code. This code is used to guide development in order to implement necessary mitigation measures to limit wildfire impacts.

6. Public Facilities, Services and Safety Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	PFS.14	6.4.6, 6.1.3	Establish an emergency management plan.	P; FM; BS	P	Short Term	Emergency Management Plan was adopted by Council on 9-19-12.
	PFS.15	6.2.7	Develop siting possibilities and dialogue with Pima Community College and the University of Arizona regarding the potential for branch campuses in the Town.	TC; P&Z	TM	Long Term	The Town maintains close relations with PCC, which has opened a NW campus just outside of the Town boundaries. The Town also continues to develop relationships with the U of A, which recently purchased a research laboratory in the Town and has opened a new Oro Valley BIO 5 campus.
	PFS.16	3.1.8, 5.2.2, 6.1.7, 6.3.1, 8.1.3, 11.1.1, 11.5.7, 11.5.11	Pursue and hire a professional grant writer.	CD	PLG	Medium Term	No specific staff hired. Responsibility currently spread across various departments. No further action planned.

7. Housing Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	H.1	7.1.1, 7.1.4, 7.1.5, 7.2.1, 7.2.3	Implement and periodically review design guidelines, including those for special needs, to ensure high-quality residential environments.	P&Z	PLG	Ongoing	Design Standards Adopted by Ordinance 11-20 on July 6, 2011.
	H.2	7.1.2	Establish procedures to monitor neighborhood conditions and work with neighborhoods to take appropriate actions.	P&Z	PLG	Long Term	Action implemented through neighborhood meetings, wash (watch) maintenance program, HOA forums, and Constituent Service Coordinator.
	H.3	7.1.3	Amend the OVZCR to provide incentives for incorporation of amenities, including day care, in multifamily development.	P&Z	PLG	Medium Term	Day care currently requires a Conditional Use Permit. Plans to amend the OVZCR are not currently on the Planning Work Plan.
	H.4	7.1.2	Create and initiate a neighborhood enhancement program to ensure that Oro Valley neighborhoods remain at a high quality standard.	P&Z	PLG	Long Term	Initiated Neighborhood Clean Up Program in 2005, however it was terminated in 2009 due to budgetary constraints.
	H.5	7.2.1, 7.2.2, 7.2.3, 7.2.4, 7.3.1	After developing a housing and employment baseline, biennially report to the Town Council and the community on the changes to the housing base for the previous year, including but not limited to provision of special needs housing, number of units per residential building type.	P&Z	PLG	Short Term / Ongoing	A housing inventory and report is planned for Fall 2012 in conjunction with the General Plan update. Biennial updates to the housing report are not feasible.

## 8. Parks and Recreation Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	PR.1	8.1.1, 11.1.1, 11.1.2, 11.1.5, 11.1.7, 11.1.10, 11.5.4, 11.5.6, 11.5.11	Prepare an Open Space Management Plan to determine the appropriate level of use and protection of natural open space areas within the Town.	P&R	P&R; L; CR	Short Term	An Open Space Management Plan has not been completed. Per Oro Valley Parks and Recreation, current levels of open space do not necessitate an Open Space Management Plan. However, a regional open space acquisition program has been established and initiated on such projects as the Tortolita Park Expansion. Future action should be considered.
	PR.2	8.1.1, 8.1.2, 8.3.2, 8.3.3, 8.3.5, 8.3.6, 9.1.5	Acquire, design and construct municipal park and open space facilities, considering the diversity of needs, demographics and preferences of residents.	P&R	P&R; L; CR	Ongoing	Several park projects have been approved including the CDO Linear Park, a new Accessible Playground, the archery range, and the Aquatic Center Expansion. Naranja Park, however, was defeated by voters in a bond proposal in 2008.
	PR.3	8.1.2, 8.2.1, 8.3.1, 8.4.1, 8.4.2	Annually update the CIP to include improvements to the parks, recreation, and open space system.	P&R	P&R; L; CR	Annual	A new CIP is produced annually and includes parks and recreation improvements when revenues allow.
	PR.4	8.1.3, 8.3.1, 11.1.11	Work with community members to create a park, recreation and trails advocacy and funding entity.	P&R; TC	P&R; L; CR	Medium Term	To date this type of funding and advocacy has not been developed.
	PR.5	8.3.2, 8.3.3, 8.3.7	Incorporate into the plan review process, requirements, procedures, and criteria for assessing the recreational facility needs of the residents of proposed subdivisions.	P&Z	PLG	Short Term	Amendments to subdivision Recreation Area standards to P&ZC 10-5 adopted by Town Council.
	PR.6	8.3 (all)	Implement, and update as necessary, adopted parks and recreation plans.	P&R	P&R; L; CR	Ongoing	Individual plans exist and are updated for individual parks. A comprehensive town-wide parks and recreation master plan has yet to be developed.

## 8. Parks and Recreation Actions

Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	PR.7	8.2 (all), 8.4.1, 8.4.2, 8.5.1, 8.5.5, 11.1.6, 11.1.10	Initiate a phased Trail Location, Acquisition, and Development Program including the annual action items in the Trails Task Force Report.	P&R	P&R; L; CR	Ongoing	Trail acquisition and development occurs in tandem with the development of each parcel.
	PR.8	8.5.5	Initiate a Park and Trail Maintenance Program.	P&R	P&R; L; CR	Medium Term	Adopt-a-trail program along with parks and recreation staff address any ongoing maintenance.
	PR.9	8.5.6, 8.5.7	For trail installation to be constructed and maintained by the private sector, require appropriate signage to be addressed as part of the development review process and subsequently installed.	P&Z	PLG	Medium Term	Appropriate signage is required as part of the development process.
	PR.10	8.6.1, 6.2.5, 6.2.2	Develop joint use agreements of recreational facilities with the School District to further enhance the availability of recreational facilities to the community.	P&R	P&R; L; CR	Ongoing	Agreements established with Amphi School District.
	PR.11	8.2.2, 8.2.3	Revise the OVZCR to include provisions that ensure public access per the approved trails plan.	P&Z	PLG	Short Term	Currently, public access is ensured as a part of the development process without an amendment to the OVZCR. No further action is planned.
	PR.12	6.1.7	Seek corporate underwriting for park facilities.	P&R	P&R; L; CR	Medium Term	Town continues to seek and receive corporate underwriting.
	PR.13	8.3.7	Modify the OVZCR and the development review process to seek creation of larger, shared recreational facilities in preference to smaller, subdivision-based facilities.	P&Z; P&R	P&R; L; CR	Medium Term	This item has been accomplished through the adoption of the ESL ordinance.

9. Arts and Culture Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	AC.1	9.1.2	Keep the master operating agreement between the Town and Greater Oro Valley Arts Council (GOVAC) current.	CD	PLG	Ongoing	July 14th 2009, GOVAC became SAACA. Memorandum of understanding now under Economic Development.
	AC.2	9.1.3, 9.1.4	Regularly update and utilize the Cultural Assessment to ensure needs of existing and new residents are being adequately addressed.	CD	P&R; L; CR	Medium Term	Town does not update or utilize Cultural Assessment Report, this is an out of date report first published in 1994 by the Town Clerk's office.
	AC.3	9.1.5	Complete planning and work to develop the Performing Arts, Cultural Arts and Community Center (Naranja Town Site).	TM; CD	P&R; L; CR	Ongoing	2008 Election Bond not passed - postponed. No action plan in place.
	AC.4	9.1.8, 9.1.5	Further develop a variety of opportunities for visual and performing arts.	CD	P&R; L; CR	Ongoing	Town works with SAACA to further a variety of opportunities for the arts. Additionally, Town continues to pursue development of a performing arts center.
	AC.5	9.1.9, 9.1.10, 9.1.13	Develop relationships with businesses and other arts/cultural organizations around the state to capitalize on limited resources and create new opportunities for Town residents.	CD	ED	Ongoing	Town continues to partner with SAACA and local businesses.
	AC.6	9.1.11	Continue to provide organizational resources to implement the Oro Valley endowment fund which includes an arts component per Town Council resolution.	CD	P&R; L; CR	Ongoing	Became Oro Valley Community Foundation - no longer Town sponsored.

9. Arts and Culture Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	AC.7	8.3.4, 9.1.12	Continue to implement and direct funding of arts resources, including the 1% arts ordinance.	P&Z	PLG	Ongoing	The Town of Oro Valley continues to implement the 1% arts ordinance on all applicable development projects over \$50,000. Additionally, the Town utilizes max PAG grant in the amount of \$25,000 toward Transportation Art by Use program.
	AC.8	9.1.7, 9.1.8	Form collaborative efforts between the Library, Parks and Recreation, arts organizations and the school district on arts, cultural, recreational and educational programs.	CD; P&R	P&R; L; CR	Ongoing	Library/ Parks and Recreation work with SAACA and the School District to host annual recreation programs such as the tree lighting festival and Steam Pump Ranch festivals.
	AC.9	9.1.6	Develop a plan and funding sources to encourage the creation of one or more arts districts	CD	PLG	Medium Term	Initial work Fall/Winter 2012.
	AC.10	9.1.12	Revise the Town Code and Zoning Code so that all public art is reviewed by the Public Art Review Committee.	P&Z	PLG	Short Term	Public Art Review Committee was reorganized and dissolved.

10. Archaeological and Historic Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	AHR.1	10.1.6, 10.2.2, 10.2.3, 10.2.4	Independent of the development review process, work to protect cultural resources through interagency partnerships.	CD	P&R; L; CR	Ongoing	Town works collaboratively with Pima County and the State Historic Preservation Officer (SHPO) to protect cultural resources.
	AHR.2	10.1.5, 10.1.6, 10.3.1	Seek funding for preservation and interpretive facilities.	CD	P&R; L; CR	Medium Term	Town seeks funding through Pima County Bonds, the Tohono O'odham Nation, and SHPO for preservation and interpretive facilities.
	AHR.3	10.1.2, 10.1.3, 10.1.4	Initiate and implement Certified Local Government process	CD	P&R; L; CR	Medium Term	The Town was granted Certification in 2009.
	AHR.4	10.1.2, 10.1.3, 10.2.1, 10.2.4	Create an historic and cultural overlay district with standards and design guidelines.	P&Z	P&R; PLG	Short Term	Oro Valley's plan for a historic and cultural overlay district is in draft form, but has yet to be initiated.

11. Open Space and Natural Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	OS.1	8.1.1, 11.1.1, 11.1.2, 11.1.10, 11.5.1, 11.5.2, 11.5.6	Develop a prioritization and acquisition program for open space to be owned by the Town. (Related to PR.1)	P&Z	PLG	Short Term	Means for ownership addressed as apart of ESL process. A regional acquisition program has been established through Pima County.
	OS.2	11.1.3, 11.2.1	Review existing approved PADs to find ways to additionally minimize environmental impacts and seek ways to do so without negatively affecting property rights.	P&Z	PLG	Medium Term	PAD requests to increase density trigger ESL compliance. No other action planned.
	OS.3	11.1.6, 10.2.2, 8.5.5, 8.5.6, 8.5.7	Develop a program to place interpretive elements for trails to provide educational information on the environment and the protection of resources in an unobtrusive manner.	P&R	P&R; L; CR	Medium Term	Interpretive Signage has been placed in several parks around Oro Valley including the James D. Kriegh Park, and at the Oro Valley Municipal Complex.
	OS.4	8.2.3, 11.1.4, 11.1.8, 11.2.6	Amend the OVZCR to use open space preservation as a criterion in deciding the approval or denial of land use rezoning proposals.	P&Z	PLG	Short Term	Implemented through ESL
	OS.5	11.2.5	Work with Pima County, Arizona Game and Fish Dept., the Nature Conservancy and others to develop a GIS database of biological resources for the Town, and updated upon annexation.	P&Z	PLG	Medium Term	ESL process resulted in updated, Town-wide mapping of riparian, significant vegetation, and wildlife corridors.
	OS.6	11.2.8	Participate in the development and implementation of the Sonoran Desert Conservation Plan.	P&Z	PLG	Medium Term	ESL will implement many SDCP principles.

11. Open Space and Natural Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	OS.7	11.2.16	Amend the OVZCR to allow, if in-place protection is not feasible, the transplantation of healthy native vegetation to approved sites within, or as a less preferable option, outside the project limits.	P&Z	PLG	Medium Term	The Landscape Conservation Section of the OVZCR was amended February 16, 2011 and provides for mitigation techniques (including transplantation) when areas of significant vegetation are present but cannot be preserved in place due to development.
	OS.8	11.2.18, 11.5.5, 12.1.5	Within the limits of state law, consider an ordinance limiting mineral material extraction in wash and flood prone areas. (unimplementable, new state legislation regarding mineral extraction prevents this action)	P&Z	PLG	Medium Term	State legislation allows for mining activities in mineral rich areas.
	OS.9	11.2.19 , 5.4.2, 1.1.5	Review, and amend as necessary, the OVZCR to provide guidelines for the safe movement of wildlife above and below roadways and through or around other man-made environments.	P&Z	PLG	Medium Term	Addressed through ESL Circulation Improvements Section.
	OS.10	1.1.4, 5.4.3, 5.4.5, 11.3.1, 11.3.2, 11.3.3	Review, and amend as necessary, the OVZCR to require all new development and improvements to existing development, both public and private, to maintain and/or enhance the character and quality of views from and along scenic corridors and public parks.	P&Z	PLG	Medium Term	Action prevented by Proposition 207.

11. Open Space and Natural Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	OS.11	11.5.1, 11.5.2, 11.5.3, 11.5.6	Create and work with the ESL advisory committee to establish an open space strategic planning process per OS.1.	P&Z	PLG	Short Term	ESL Public and Technical Advisory Committees contributed to creating permanent Open Space standards.
	OS.12	8.1.1, 11.1.1, 11.1.2, 11.5.1, 11.5.2	Appoint or hire a Town staff member, or a volunteer, with natural open space and natural resources background to research, identify and secure funding for open space acquisition and management.	P&Z	PLG	Short Term	Not included in the Work Plan. No resources available.
	OS.13	10.1.5, 10.2.2, 10.2.4, 11.5.7, 11.5.8, 11.5.9, 11.5.10	Working with other agencies, develop environmental education programs to educate the community on cultural heritage, wildlife, vegetation and resource areas in the Town.	P&R	PLG	Medium Term	Environmental education programs have been developed in coordination with Oro Valley Historic Society, the Historic Preservation Commission, SHPO, Pima County, Native Seed Search, and the University of Arizona, such as: Steam Pump Ranch, interpretive signage, Save-a-plant, and Community Academy.
	OS.14	11.5.11	Coordinate and cooperate with Pima County, State Lands, State Parks, and national conservation organizations towards protection and preservation of environmentally sensitive Sonoran Desert lands extending north and west from Honey Bee Canyon/Sausalito Creek to the Tortolita Mountain Park and the Pinal County line for the establishment of a passive use natural recreation area through the Arizona Preserve Initiative, IGAs, possible leases or acquisitions, land use planning, and other protection strategies.	P&Z	PLG	Ongoing	Support for Tortolita Mountain Park made available through open space bond acquisition. ESL provides for habitat linkages and connectivity.

11. Open Space and Natural Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	OS.15	11.1.7, 11.1.10, 11.5.11	Work with other local jurisdictions to create a regional open space system.	P&Z	PLG	Ongoing	Coordinated open space planning with Pima County regional trails. Additionally, the Town worked with The Town of Marana to produce a trail map for public distribution.
	OS.16	11.1.1, 11.1.2, 11.1.11, 11.5.6, 11.5.11	Identify and implement strategies and mechanisms, other than by fee simple acquisition, that hold the highest potential for success for conserving open space.	P&Z	PLG	Medium Term	ESL used as one strategy for Open Space conservation. Additionally, working with Pima County to pursue bond acquisition for priority environmentally sensitive areas.
	OS.17	11.2.20, 11.5.8, 11.5.9	Continue to promote the Save-A-Plant program.	P&Z	PLG	Ongoing	Re-activated in town program in 2012.

12. Water Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	WR.1	11.2.18, 12.1.2, 12.1.3, 12.1.4, 12.1.5	Develop a floodplain management ordinance.	PW	IS; PW	Short Term	Adoption of the Floodplain Management Ordinance in 2005
	WR.2	12.1.3	Amend the site analysis requirements, as necessary, to address cumulative impacts on on-site and off-site drainage.	P&Z	PLG	Medium Term	Accomplished through drainage report process.
	WR.3	12.1.6, 12.1.7	Implement the storm water management program.	PW	IS	Ongoing	Fully operational Stormwater Management Program in 2007
	WR.4	12.1.7	Coordinate with Pima County Wastewater Management to investigate neighborhood conversions from septic tank to sewer systems where existing wells are potentially threatened.	PW	Permits; WU	Ongoing	This item has been completed and resolved by requiring connection to the Pima County Wastewater System and there have been no problems with existing wells.
	WR.5	12.2.1, 12.2.2, 12.2.3, 12.2.4, 12.2.5, 12.2.6, 12.3.4	Investigate and evaluate opportunities for water management, including acquisition and use of alternative supplies, so Oro Valley can adequately plan for the future and ensure a sufficient water quality and supply.	WU	W	Ongoing	This item is an ongoing item for Oro Valley Water Utility. The Town has diversified its water supplies and has developed its Reclaimed Water System and its Central Arizona Project water through IGAs with Tucson Water. In addition, the Town recharges its CAP water in facilities and has built up groundwater storage accounts in the Tucson Active Management Area. These sources of supply ensure a safe and reliable water supply for our community.

12. Water Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	WR.6	12.2.5	If used, monitor the effects of the use of CAP water as identified in Policy 12.2.5.	WU	W	Long Term	This item has been completed and Oro Valley Water Utility has conducted studies to show the potential changes in water quality with the use of CAP water. Those studies concluded it is a safe and reliable supply that meets the water quality standards. Future studies may be implemented as we increase our use of CAP water.
	WR.7	12.3.1, 12.3.2, 12.3.3, 12.3.4, 12.3.5	Implement a comprehensive Town-wide water conservation program, and participate in regional water conservation programs.	WU	W	Ongoing	Oro Valley water Utility has an ongoing Water Conservation Program that includes water audits to help customers save water and money. Oro Valley Water also provides water conservation information through the water bill inserts, the Oro Valley Vista and water conservation seminars. OV Water also has a tiered water rates pricing structure that encourages water conservation. Additionally, OV Water is currently developing a water conservation education program with local schools and are a member in the regional Water Conservation alliance of Southern Arizona (Water CASA).
	WR.8	12.1.7	Revise the OVZCR to ensure that sewage systems can be physically provided within subdivisions when off-site infrastructure becomes available.	P&Z	PLG	Medium Term	OVZCR has not been revised. Item not included in the Work Plan.

12. Water Resources Actions							
Status	Number	Policy	Actions	Primary Responsibility	Lead	Time Frame	Notes
	WR.9	12.2.7	Set up procedures to meet all State and Federal regulations regarding the treatment, quality, and monitoring required for the use of reclaimed water.	WD	W	Long Term	Design, construction, delivery and use of reclaimed water by the Town's end users are compliant with all State regulatory requirements. In coordination with Arizona Dept. of Environmental Quality (ADEQ), Water Utility developed a monitoring program that ensures full regulatory compliance.
	WR.10	6.1.1	Update the Potable Water System Master Plan to reflect this General Plan.	WU	W	Short Term	The Potable Water Master Plan was completed in 2006 and is currently being used. Costs and some modifications to this plan are being updated.