



Town of Oro Valley

STRATEGIC PLAN 2015





Town of Oro Valley

STRATEGIC PLAN 2015

Acknowledgements

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And all of the Town employees who participated in the process

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ORO VALLEY, it's in our nature

Oro Valley is committed to providing high-quality municipal services and responsible development. The community is proud to receive accolades from many organizations that recognize Oro Valley as a great place to live and conduct business. However, it is our residents and visitors who are dedicated to being good stewards of our beautiful environment, as well as ensure Oro Valley's long-term financial, economic, and quality of life sustainability.

Location: Oro Valley is located in northern Pima County approximately three miles north of the Tucson city limits in southern Arizona. Nestled between the Catalina and Tortolita mountain ranges, the town sits at an elevation of 2,620 feet and covers more than 36 square miles. The climate, one of the sunniest, most comfortable places in the country, provides year-round outdoor adventures for all ages. From golfing at a world-class course, boating and fishing at several nearby lakes, downhill skiing on Mount Lemmon in the Santa Catalina Mountains, hiking through the foothills in Catalina State Park, or biking/walking along the many pathways throughout the community – Oro Valley offers an experience for everyone.

Lifestyle: Oro Valley residents enjoy an upscale lifestyle with recreational amenities, quality employment, and a variety of residential opportunities. According to the 2010 Census, the population of 41,011 is fairly balanced across all age segments, with approximately 97% having a high school diploma or higher, as well as over 51% having a bachelor's degree or higher. Projections indicate continued, healthy growth. Per capita income is among the highest in Arizona with a median household income of \$71,628.



ONE OF AMERICA'S 10 SAFEST SUBURBS

Movota Real Estate, 2014

BEST PLACE IN ARIZONA TO RAISE KIDS

Bloomberg Businessweek, 2013

PLAYFUL CITY COMMUNITY USA

2011, 2012, 2013, & 2014

10 BEST TOWNS FOR FAMILIES

Family Circle Magazine, August 2008

100 BEST PLACES IN AMERICA TO LIVE &
LAUNCH A BUSINESS

Fortune Small Business Magazine, 2008

VISION FOR OUR FUTURE

Oro Valley is committed to taking strategic action toward implementing a community vision and managing town resources. The Strategic Plan 2015 is organized around a framework of five focus areas. Each focus area is deemed to be important and not intended to be listed in any priority order. The following focus areas, if addressed collectively, assist the town in achieving its mission.

- Fiscal Responsibility
- Communication
- Economic Development
- Parks, Recreation, and Cultural Development
- Community Infrastructure and Services

These focus areas provide the policy direction for the Town. Within each of the five focus areas is a “goal” and “strategy” that provide strategic direction. The goals and strategies provide the foundation for strategy development over the next two to five year period. Within each strategy are bullet points or actions to achieve the overall goals.

Focus Areas indicate where Oro Valley must direct effort to address community needs and desires.

Goals describe a fundamental achievement desired or broad priority direction.

Strategy identifies the action that will be taken to move the town toward achieving its goals.

The overall purpose of the Strategic Plan is to direct decision-making and budgeting by the Town of Oro Valley and provide guidance to staff. The Strategic Plan also communicates to the residents or stakeholders the Town’s priorities.

FOCUS AREA: FISCAL RESPONSIBIITY

Goal: Maintain long-term financial health through diversified revenue sources while strategically investing in community initiatives.

Strategy: Evaluate opportunities to diversify the Town's revenue sources.

- Review and update Town-wide fees and charges for services, as necessary, to ensure appropriate cost recovery.
- Review current revenue enhancement options, as well as research future options.
- Continue pursuit of grant funding.
- Research annexation opportunities.
- Explore the possibility of a special taxing district for a cultural/historical center or downtown area.

Strategy: Prioritize investments in capital infrastructure.

- Determine return on investment, cost avoidance, applicability to general plan, and identify core services in determining capital infrastructure priorities, including town facilities.

FOCUS AREA: COMMUNICATION

Goal: Ensure citizens are educated about and highly engaged in Oro Valley activities and moving future initiatives forward.

Strategy: Provide opportunities for residents to become engaged in and knowledgeable about the role of local government.

- Expand opportunities to engage youth and build on the success of the Youth Advisory Council, Police Explores, School Resource Officer programs, and *Your Voice, Our Future* student outreach efforts.
- Partner with other organizations and events to share information about Town services, programs, departments, and events.

Strategy: Continue expanding the Town's use of technology to improve communication.

- Develop new intranet to build and streamline internal communications for employees.
- Continue customizing the Town's website to meet the ever-changing communications needs of residents and employees.
- Explore the possibility of adding more information kiosks on Town property.
- Expand the use of social media and video to reach a variety of audiences.

FOCUS AREA: ECONOMIC DEVELOPMENT

Goal: Establish Oro Valley as the home for globally-competitive high technology and biosciences businesses and employees while maximizing the Town's visitor destination opportunities.

Strategy: Support the creation of jobs and promote partnerships to enhance our community.

- Partner with existing high-tech and biosciences businesses to determine expansion and supplier needs.
- Establish a public/private partnership to create an Oro Valley Business Accelerator at Innovation Park.
- Explore the possibility of recruiting a satellite campus for a major university or other educational institution.
- Maintain regional partnerships with the Greater Oro Valley Chamber of Commerce, Pima County One Stop, Tucson Regional Economic Opportunities, Inc., and Visit Tucson.
- Continue marketing Innovation Park as Oro Valley's bioscience corridor locally, regionally, nationally, and internationally.
- Pursue annexation opportunities that will deliver long-term benefits to the Town.
- Support public safety efforts to maintain a low crime rate, which will appeal to bioscience business and other business expansion opportunities.

Strategy: Support cultural, entertainment, and sporting venues.

- Maintain park systems, multi-use paths, and the development of family-oriented recreation centers.
- Continue developing Steam Pump Ranch as a cultural and historical destination.
- Evaluate the development of an entertainment district that includes music, sports, museums, and private/nonprofit galleries.
- Partner with a local event coordinator and develop one or more Oro Valley endurance events.
- Provide a safe environment for family-friendly events.

FOCUS AREA: PARKS, RECREATION, AND CULTURAL DEVELOPMENT

Goal: Develop exceptional recreation and cultural facilities and programs that attract visitors and events that enhance residents' quality of life and strengthens the economy.

Strategy: Provide infrastructure and support for events.

- Explore and implement appropriate public/private partnerships for enhanced cultural, parks, and recreational development.
- Upgrade and maintain existing facilities such as baseball fields, archery, restrooms, lighting, etc.
- Strategically invest in multi-purpose, sport-specific, and cultural facilities.
- Embrace emerging sports such as lacrosse and mountain biking.
- Recruit, retain, and/or develop events such as triathlons, marathons, archery, golf, tennis competitions, or other recurring/seasonal events.
- Develop infrastructure in and around venues/parks, including telecommunications where appropriate.
- Support public safety to protect town assets and provide a safe environment for recreational activities.
- Host cultural and culinary events, such as Oro Valley Meet Yourself.

FOCUS AREA: COMMUNITY INFRASTRUCTURE AND SERVICES

Goal: Serve as the model for innovative partnerships, services, and performance in providing basic town services.

Strategy: Improve transportation infrastructure.

- Invest in Oro Valley transportation infrastructure such as bike routes, transit, and multi-use paths, as well as loop connections to Pima County.
- Monitor, determine, and develop action strategies to address transportation and infrastructure needs as issues arise, including right-of-way and safety issues.
- Promote and support public safety programs like Traffic Incident Management and High Visibility Enforcement to reduce primary and secondary traffic collisions.
- Continue to work with Arizona Department of Transportation (ADOT) to improve traffic flow on Oracle Road, including the request for ADOT to evaluate the synchronization of traffic lights.
- Continue and improve the pavement preservation program and provide timely notifications regarding schedule and traffic restrictions.

Strategy: Improve Town resources and processes.

- Manage assets through inventory such as sites, infrastructure, systems, etc.
- Promote Town of Oro Valley assets by utilizing various channels, such as organizations like Visit Tucson.
- Improve processes to allow appropriate flexibility to regulations (e.g. sign code), streamline processes, determine new practices, encourage innovation, and implement new ideas.
- Invest in technology, automated processes, and build applications that tie into website, MUNIS, and/or intranet.
- Communicate and network with other jurisdictions, developers, and consultants on processes and uniform regulations.

Strategy: Continue our commitment to environmental stewardship.

- Promote water conservation through partnerships, education, and monitoring.
- Implement the Energy Efficiency Project for the wells and pumps in the water system.

Strategy: Deliver a safe and reliable water system to all Water Utility customers.

- Meet and comply with all water quality standards and regulatory requirements.
- Complete the Advanced Metering Infrastructure Project for the Oro Valley Water Service Area.
- Partner with Tucson Water to amend the Reclaimed Water Intergovernmental Agreement.
- Plan for the delivery of additional Central Arizona Project water for new growth.