COMMUNITY

Economic Development

STRATEGY

May 2011

Caring for our heritage, our community, our future

Acknowledgements

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Overview

A Community Economic Development Strategy (CEDS) for Oro Valley

Over the past several years, there has been a concerted effort on the part of the Town and private individuals to develop an organized plan of action for Economic Development or a Community Economic Development Strategy (CEDS). Oro Valley leaders realize that it is important to invest in Economic Development to ensure the sustainability of the community as the Town's limited commercial and industrial lands are rapidly developed and the demand for municipal services continues to increase. It is important for Oro Valley to maintain an environment that encourages compatible commercial development that will ensure sustainability.

In November 2005, the Town adopted the Focus 2020: Town of Oro Valley General Plan, which included an Economic Development element. A key policy (3.1.1) in the Economic Development Element of the General Plan states:

> *"The Town shall ensure that future growth reflects the desires of the community in balance with an analysis of the Town's financial needs, maintain and periodically update the Town's Community Economic Development Strategy to ensure that future development will complement community values and implement the community's economic vision for the future, while maintaining the ability of Oro Valley to attract and retain desirable businesses."*

The development and use of a CEDS was deemed to be an important step in providing for implementation of the General Plan Goals and Policies. Adoption of a CEDS contributes to the Town making the best use of limited resources.

Purpose of CEDS

The purpose of CEDS is to:

- Implement the Goals and Policies of the Economic Development Element of the Town's General Plan
- Contribute to the Town's Strategic Plan as it relates to Economic Development
- Provide guidelines in decision-making to the Town's political and administrative leadership to achieve Economic Development consistent with the Town's character and vision
- Make the best use of limited resources in providing a focused Economic Development program for the community
- Coordinate all commercial development-related programs and strategies in a formal way

CEDS and the General Plan 2020

Important goals and policies called for in the Economic Development Element of the General Plan include:

- Encouraging and supporting the following types of enterprises as a means of diversifying the local tax base, increasing local employment opportunities, and decreasing sales tax leakage to nearby communities:
    - Technology related employers (e.g., bioscience, optics)
    - Hospital and health services
    - Commercial/retail establishments
    - Tourism/Resort/Convention offerings related to the area's natural amenities and cultural history, including Catalina State Park, Coronado National Forest, Steam Pump Ranch and Honeybee Village.
- Make strategic public investments, such as capital improvements, that support appropriate, desirable Economic Development
- Continue efforts to attract retail and service businesses, especially those in under-represented categories, in order to help reduce sales tax losses
- Support the development of high quality employment-related uses. Campus-type employment centers that emphasize a unified architectural theme, pedestrian orientation, and a natural landscaping theme are encouraged
- Recruit commercial businesses and other employment related uses that enhance the neighboring residential areas

On October 15, 2010 and January 21, 2011, the Town held its first-ever Economic Summits with local business leaders, community leaders and residents. The purpose of the summits was to create the 2011 CEDS.

Economic Development Mission Statement

Develop a positive business climate consistent with community values to ensure the long-term financial and economic stability and increase the quality of life for residents and businesses in the Town of Oro Valley.

Focus Areas

The CEDS outlines the goals, strategies and actions required for Economic Development. Three focus areas provide the framework for the CEDS. These focus areas indicate where Oro Valley must direct its attention in order to address community needs and desires. The focus areas are:

- Business and Community Development
- Community Infrastructure
- Leadership and Communication

Within each Focus Area are goals, strategies and actions designed to produce desired outcomes.

- **Goals** describe a fundamental direction or broad course of action
- **Strategies** describe the manner in which the resources of the organization will be employed to accomplish each goal
- **Actions** are specific tasks that will be accomplished to assist in implementing each goal

Implementing these goals, strategies and actions will require leadership, financial commitment, effective management and continual evaluation.

Focus Area: Business and Community Development

The Town is committed to facilitating the expansion of the local economy. Commercial business growth, and the Town's continued success in attracting high-tech and bioscience industry, point the way toward a sustainable model for economic development.

GOAL	***1***	***Increase employment opportunities***
STRATEGY	**1.1**	**Attract, retain and grow bioscience industry**
ACTION	1.1.1	Expand on "Ventana Medical Systems/Roche" model
ACTION	1.1.2	Expand marketing efforts to attract primary employers in the high-tech and bioscience fields
ACTION	1.1.3	Create business district
ACTION	1.1.4	Establish regular project team meetings between Town and company to streamline development processes
STRATEGY	**1.2**	**Attract, retain and grow retail industry**
ACTION	1.2.1	Encourage the attraction, expansion and retention of diverse retail opportunities
ACTION	1.2.2	Promote local businesses through programs such as Business Navigator, Shop Oro Valley, Dine Oro Valley or other promotional events
ACTION	1.2.3	Adhere to procurement practices that provide Oro Valley businesses all opportunities to compete for Town business and that promote the ideals of the Shop Oro Valley campaign
ACTION	1.2.4	Establish regular project team meetings between Town and developer to streamline development processes
STRATEGY	**1.3**	**Promote partnerships to enhance education and workforce development**
ACTION	1.3.1	Partner with Amphitheater School District, Basis Oro Valley and other Oro Valley schools to support educational needs
ACTION	1.3.2	Partner with Pima Community College and the University of Arizona to support workforce development

GOAL	***2***	***Develop diverse sources of revenue***
STRATEGY	**2.1**	**Explore annexation opportunities**
ACTION	2.1.1	Pursue annexation opportunities that provide a long-term benefit to the Town
ACTION	2.1.2	Perform fiscal impact analysis of potential annexation scenarios that include the Tangerine Corridor (close the gap between Oro Valley and Marana), Foothills Mall, Omni Tucson National Resort and Westward Look
STRATEGY	**2.2**	**Evaluate additional revenue sources**
ACTION	2.2.1	Present additional revenue source options for Council consideration during the annual budget process
GOAL	***3***	***Preserve Community Quality of Life***
STRATEGY	**3.1**	**Develop a Town Center to promote culture**
ACTION	3.1.1	Facilitate the development of a Town Center, focused on retail services and hospitality, that serves as a "downtown" for Oro Valley
ACTION	3.1.2	Create an entertainment district

Focus Area: Community Infrastructure

Community infrastructure encompasses both the social and physical factors that determine a community's strength. The Town's investment in both social and physical infrastructure creates the complex network of facilities, programs and services that we refer to as quality of life. The Town of Oro Valley strives for excellence in the provision of community services, the development of social relations and the construction and maintenance of the built environment.

GOAL	***1***	***Improve transportation infrastructure***
STRATEGY	**1.1**	**Partner with regional jurisdictions to develop and maintain physical infrastructure**
ACTION	1.1.1	Continue to work with federal, state and regional agencies to secure funding for Town projects
ACTION	1.1.2	Work with State Legislators on State Route 77 (Oracle Road)
GOAL	***2***	***Provide diverse arts, cultural and recreational opportunities***
STRATEGY	**2.1**	**Develop and maintain arts, cultural and recreational assets**
ACTION	2.1.1	Initiate development of a parks and recreation Master Plan
STRATEGY	**2.2**	**Support cultural events and opportunities**
ACTION	2.2.1	Facilitate the development of a Community Center, focused on arts, culture and recreation
ACTION	2.2.2	Partner with local and regional arts and cultural organizations to enhance existing Town events and programs
STRATEGY	**2.3**	**Support amateur sporting events**
ACTION	2.3.1	Continue partnering with the Metropolitan Tucson Convention & Visitors Bureau (MTCVB) to attract and retain local and national amateur sporting events to Oro Valley (e.g. IronKids)

Focus Area: Leadership and Communication

Leadership and communication are interrelated principles; you cannot have one without the other. Leadership is the ability to communicate a vision, motivating people to transform great ideas into action. Leadership and communication form the Town Council and the Town Manager enable the organization to achieve its goals in service to the community. The overarching goal of the organization is to uphold the highest standards of trust, respect and accountability in municipal government.

GOAL	***1***	***Brand and market Oro Valley assets***
STRATEGY	**1.1**	**Communicate Oro Valley brand locally, nationally and internationally**
ACTION	1.1.1	Develop and market distinctive Oro Valley brand that highlights bioscience and recreational attributes
GOAL	***2***	***Improve communication and engagement***
STRATEGY	**2.1**	**Increase engagement and partnership through strengthened local and regional outreach with diverse partners**
ACTION	2.1.1	Host events and open houses with the community (residents, businesses and regional partners)
ACTION	2.1.2	Continue meeting and communicating with business owners via the Town's Business Retention and Expansion Program
ACTION	2.1.3	Develop "Dine Oro Valley" Campaign to engage business owners, employees and residents
ACTION	2.1.4	Conduct needs assessment of community resources
ACTION	2.1.5	Continue monthly meetings with regional partners
ACTION	2.1.6	Use social media sources such as Twitter and Facebook to provide public education and outreach on economic development programs
STRATEGY	**2.2**	**Expand the use of electronic media**
ACTION	2.2.1	Use the *Oro Valley Vista*, monthly community newsletter, to communicate economic development programs, events and policies
ACTION	2.2.2	Partner with local and regional media outlets to communicate economic development programs, events and policies

SWOT (Strengths – Weaknesses – Opportunities – Threats) Analysis

Strengths	**Weaknesses**
• Leadership (Responsive and Collaborative Town Council) • Skilled and Dedicated Staff • Excellent Public Safety • Excellent Schools/Diverse Educational Opportunities • Recreation • Tourism • Scenic Beauty • Regional Partnerships • Public Art • Bioscience Corridor • Sound Infrastructure • Master Planned Community • Streamlined Processes • Business Friendly Attitude	• Lack of Community Identity • Lack of Consistent Quality Communication to business leaders and residents on Town issues • Lack of Cultural Opportunities • Lack of Diverse Retail Options • Lack of Diverse and Sustainable Revenues • Lack of a Downtown • Lack of recreational resources • Lack of Public Transportation • Perception that "Oro Valley is difficult to conduct business with"
Opportunities	**Threats**
• Annexations • Advocate for Education • Branding and Marketing Assets • Continue to Streamline Processes • Develop Town Center for Arts, Culture and Entertainment for all ages • Expand Bioscience Corridor • Expand recreational resources • Improve Community Communication and Engagement/Electronic Media	• Economy • Local/Regional/State Funding for Economic Development • Service Expectations without Funding