



Community Committee

MEETING 4 AGENDA

February 5, 2015

5:30 – 7:30 PM, Kachina Conference Room

We're in the REVIEW GOALS AND POLICIES STAGE

Our purpose is to **Identify Issues and Opportunities, Generate Ideas and Directions, and Provide Feedback and Revisions**

Schedule	Event	Presenter
5:30 pm	Welcome and Introductions	Bayer Vella
5:35 pm	Packet Review and Meeting Business Review meeting materials Review meeting summary notes Review District notes Review changes to workbook	Elisa Hamblin
5:50 pm	Discussion Complete Community (pgs. 7-13 of workbook)	All
6:40 pm	Presentation Public Safety in Oro Valley	Chris Olson, OVPD
6:50 pm	Discussion Town Services, Facilities and Buildings (pgs. 13-16 of workbook)	All
7:20 pm	Homework and Next Steps	Elisa Hamblin
7:25 pm	Public Comment Period	Open
7:30 pm	Adjourn	---

Notes:



Community Committee

MEETING 4 HOMEWORK

Please complete in preparation for the February 5, 2015 meeting.

We're in the REVIEW GOALS AND POLICIES STAGE

Our purpose is to **Identify Issues and Opportunities, Generate Ideas and Directions, and Provide Feedback and Revisions**

In advance of the meeting please review the packet materials and thinking about the following items:

1. Please review the meeting summary notes and make note of any corrections that are needed.

2. Please review the edits to the updated workbook and make notes here or in the workbook.

3. If you haven't already, please review the Complete Community section (pgs. 7-13) of the workbook and make notes here or in the workbook.

4. Please review the Town Services, Facilities and Buildings section (pgs. 13-16) of the workbook and make notes here or in the workbook.

5. Considering the vision and guiding principles, do you think there are items missing from the sections you have reviewed in the workbook?

6. Do you have any other questions that you want to discuss at our next meeting? Please also let us know in advance at ehamblin@orovalleyaz.gov.

Your Voice, Our Future: Community Committee Schedule

Outreach work continuing through all phases of the project include: YourVoiceOV.com web updates, Town of Oro Valley web updates, email announcements, stakeholder and organization meetings as well as broad news and media publications for events.

STAGE	PURPOSE	DATE	TOPICS
KICK-OFF	Orientation	Aug 27	Welcome & Introductions Team Building Project Overview, Expectations and Next Steps
OTHER COMMITTEES	Review and Recommendations	Sept – Dec 2014	Environment Committee (First committee meeting Tuesday, September 23, 2014)
INTRODUCTION	Project Overview Open Discussion	Mtg. 1: Thurs. Dec 18 (Kachina)	1. Meeting Business 2. Charter and Expectations 3. Presentation – Vision and Guiding Principles 4. Discussion 5. Homework and Next Steps
REVIEW GOALS & POLICIES	Identify Issues and Opportunities	Mtg. 2: Thurs. Jan 8 (Hopi)	1. Meeting Business 2. Presentation – Background Information 3. Discussion – Community Goals, Economy 4. Homework and Next Steps
	Generate Ideas and Directions	Mtg. 3: Thurs. Jan 22 (Kachina)	1. Meeting Business 2. Presentation and Discussion – Complete Community 3. Work Session – Oro Valley’s Downtown 4. Homework and Next Steps
	Feedback and Revisions	Mtg. 4: Thurs. Feb 5 (Kachina)	1. Meeting Business 2. Discussion – Complete Community 3. Presentation and Discussion – Town Services, Facilities and Buildings 4. Homework and Next Steps
RECOMMENDATION	Feedback and Revisions	Mtg. 5: Thurs. Feb 19 (Kachina)	1. Meeting Business 2. Discussion – Environment, Community and Development 3. Tentative Recommendation 4. Homework and Next Steps
	Endorsement	Mtg. 6: Thurs. Mar 5 (Hopi)	1. Meeting Business 2. Discussion on Final Draft 3. Final Recommendation
OTHER COMMITTEES	Review and Recommendations	Jan – Apr 2015	Development Committee (First committee meeting Wednesday, January 14, 2015)
COMPILATION	Bring together materials Publish Draft	May – Aug 2015	Project staff will work with each committee to form final recommendations and combine all components with other supporting info to create the <i>Your Voice, Our Future Plan</i>
FINAL PLAN	Adopt Plan	Sept 2015	Planning & Zoning Commission Briefing
		Oct 2015	Planning & Zoning Commission Hearing
		Nov 2015	Town Council Hearing
		Dec '15 – Oct '16	Public Engagement – Did we get it right?
	Accept Plan	Nov 2016	Public Vote on <i>Your Voice, Our Future Plan</i>



Community Committee

SUMMARY NOTES

Meeting 3: January 22, 2015

We're in the REVIEW GOALS AND POLICIES STAGE

Our purpose is to **Identify Issues and Opportunities, Generate Ideas and Directions, and Provide Feedback and Revisions**

Attendance

Present:

Donald Bristow
Dick Eggerding
Charles Huang
Marilyn Lane
Doug McKee
David Perry
Laura Wheelwright
Joseph Winfield
Cathy Workman

Staff:

Elisa Hamblin
Teresa Shin
Nora Campbell

Department Reps:

Amanda Jacobs, Economic
Development Manager
Stacey Lemos, Finance Director
Kristy Diaz-Trahan, Parks & Recreation
Director

Absent:

Hannah Arellano
Thomas Gribb
Pete Schwarz
Brienne Spaeth

Misc:

Bill Adler - Resident

Welcome and Introductions

- Elisa Hamblin welcomed the committee. Audience/guests introduced themselves.

Packet Review & Meeting Business

- Elisa Hamblin reviewed the meeting packet, including an overview of the agenda and schedule.
- Elisa asked if there were any questions or corrections for Meeting 2 Summary Notes – All was fine
- Included in the packet was Leadership Interviews Summary Report and a Recommendation Memo from the Environment Committee
 - Elisa thought that the Community Committee would be interested in the Summary Report as a Background piece.
 - She asked the committee to review these documents.
- Elisa then clarified that the notes in red in the Community Committee Workbook were the changes made from Meeting 2.
- Elisa showed the committee some slides on Implementation & Policy Integration from the City of Tucson. She explained how actions are followed through and followed up. The policy/action is assigned and then followed up. The town then tracks those actions and update them.
- Elisa then covered workbook changes (red) and specifically addressed yellow highlighted sections.
- Elisa reminded the committee that the term “Complete Community” came from the 4th guiding principle and asked if they still wanted to omit complete. The committee discussed the need to define “complete” and can the success of that be measurable. Elisa will work on the statement again.



Community Committee

- Committee suggested that synergy should be emphasized in the general overall goal in Policy 4.3.1 and that 4.3.1.3 suggest synergy between target industries.
- Discussion was made if the bioscience corridor should also be a goal. Discussion included: do we need out single out businesses, a comprehensive look at what we have, and include Aerospace.
- 4.3.1.5 – discussion about definition of employment centers.
- 4.3.1.3 – Senior Living – Is that a core industry? A core industry in the future? A lengthy discussion was made on senior living and should the phrase, “provide support to,” be included. Another suggestion is that senior living have its own action item. To move along it was decided that it will be revisited at a later date.
- 4.3.1.3 – Light manufacturing should include a reference to clean & environmentally responsible.
- 4.3.2 – Member suggested that financial incentives should be addressed as a tool. Perhaps include an additional action item.
- Discussion about car dealerships in town and annexation of state land off of Tangerine.
- 4.3.2.6 – Committee suggested Community Economics be added – Elisa will work on the statement and bring it back to the committee

Discussion – Economy Policies and Actions (pgs. 6-7 of workbook) (this is a continuation of the discussion started at meeting 2)

- 4.3.3.1 & 4.3.3.2 – Committee discussed if it should be combined or condensed. Do we need to be specific, for example, tourism?
- 4.3.3.1 – Continue “It’s in our nature” marketing strategy
- 4.3.3.2 – Include public art? Is 4.3.3.2 a strategy or subset of 4.3.3.1?
- 4.3.3.3 – Include maintain, support and periodic review
- 4.3.3.4 - Change “diverse setting” to strategic locations. Definition of regional, neighborhood and main retail. Discussion was made about placing retail store strategically (at major intersections).
- 4.3.4.1 – Include Aerospace
- Lengthy discussion about the term and defining the term “support” in Policy 4.3.4 and the subsequent action ideas. Also discussed the town’s role is within this policy.
- 4.3.4.2 – Change support to encourage
- Re-word 4.3.4.3
- Use “increase services” in 4.3.4.4
- 4.3.5 – include economically, financially, socially & environmentally beneficial to the Town.
- Due to time and being behind schedule committee stopped there and jumped to 4.4.6

Discussion – Complete Community Policies and Actions (pgs. 7-12 of workbook)

- Discussion about downtown in Oro Valley. Do we want a Downtown? Is it Feasible? Zoning issues?
- Should 4.4.6 be omitted? Committee discussed the need for a town center – senior care, multi-generational center, youth center, and community Center.



Community Committee

- Elisa reminded the committee that the community expressed a desire for a central destination, gathering place for families. Discussion was made as to what that means.
- Suggestion was to omit downtown and replace with a place or a district. District would then needed to be defined.
- Elisa then presented the committee with a slideshow of the potential for a “district” and how simple changes can be made to make an area more appealing as a gathering spot. She discussed the complete street movement. Possibilities to change the way a street can look and feel. How simple landscape can make a street a destination and where the roadway will feel as if it belongs to the people. Large parking lots can have seating areas, grass and plants to make it a feel more like a destination. Elisa showed many examples and options of transforming an area.
- After presentation, the committee agreed that a district is not defined as a downtown in the traditional sense of the word.

Work Session

- Committee then brainstormed what the district would look like.
- See Sticky Wall notes

Homework and Next Steps

- Elisa collected homework, discussed what would be covered in the next meeting and reminded the committee that the next meeting will be held in the Hopi Conference room.

Public Comment Period & Adjourn

- Bill Adler made several points
 - Oppose general plan pursuing/approve zoning changes
 - Workforce education should be a joint effort with Chamber of Commerce
 - Town is currently working to develop a code for senior care
 - Cautions the District idea as the General Plan may not be approved by the voters.
- Marilyn Lane passed out a new Town of Oro Valley, Cultural & Historic Resource Pamphlet.
- Since the meeting ran late, Elisa encouraged the committee members to take “sticky dots,” and place it (on the enlarged maps provided) where they think a district could go.



Community Committee

STICKY WALL NOTES

Meeting 3: January 22, 2015

Statements were placed in groups through the collaboration of all committee members in attendance.

Appealing Attractive Design

Texture
Appearance
Historic?
Stand Alone - Stands Out

Accommodate All

Reflects Community/Citizens
Appeals to all ages
Public Bathrooms
Children Play Area: Water from pavement, Climbing-Rocking toys, Merry-Go-Round

Accessibility & Ease - Multi-Modal

Public Transportation
Accessibility & nearby parking

Gathering Area

Sitting - Benches/etc.
Central Gathering Area
Center for gathering
Seating

Cultural Attractions

Art/Music studios, galleries, bars, restaurants
Space for events/concerts
Entertainment district – A public theater

Shopping & Dining

Outdoor Offerings
Popular/Desired shops, restaurants
Treats for sale – Outdoor stands?
Vendors
Economically Viable
Shops
Small, local businesses/shops
Food
Interesting stores
Attractions Restaurants Entertainment

Pedestrian Friendly

Walkability
Easy to walk around
Walkways free from cars
Walkways
Pedestrian scale
Wide walkways nice looking cobblestone or brick?
Manageable walking area

Shade

Shade – Ramadas
Shaded park – Gathering area (O.V. specific for shaded)
Shade/artificial or natural

Landscape

Trees
Trees/Landscape
An open space with grass (fake), trees, shade, art



Community Committee

MEETING 3

Report Back: The District

Presented Ideas: Complete streets, retrofitting suburbs

The District: Discussion and Brainstorm

Complete Street

Much of what we experience of a place happens in the street. The street is an informal public space and gathering area. The street is something that can easily be controlled and changed through small investments that increase sense of place and use. The images below demonstrate how incremental changes can create a used space on a previously auto-oriented streetscape.



Complete Street: Incremental parking spaces taken over as planters enhances shade and slows vehicles, lighting and awnings create intimate pedestrian experience, textured/colored sidewalk evokes visual character, colored bicycle lane and appropriate lane.



Complete Street: Row of parking spaces taken over to widen sidewalk and build planters that double as seating. Trees, plants, and benches create opportunity for gathering and comfortable, shaded atmosphere.

Another small investment is the parklet, which originated as the takeover of a single parking space to build a public seating and gathering area. Parklets have evolved to become permanent public spaces that complete the streetscape of dining and shopping, to resting, play, and gathering. Parklets can be built through small investments of planters and seating, or built through structures and more permanent planting and art.



Parklet: This built parklet creates multiple benches for seating, an intimate environment, and small regionally-appropriate vegetation to enhance this streetscape.



Parklet: This movable parklet is built out of tall planters and movable seating. This reduces street sound to create a calm atmosphere for resting pedestrians and sidewalk cafe seating.



Community Committee

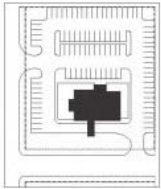
Retrofitting Suburbs

Successful suburban retrofit developments create areas that are more economically and socially vibrant. These development are most successful if it builds off of existing assets, and if the form redesign reflects the character of the town. The shape of a lot can be fully utilized with street redesign, infill buildings, and parking adjustment. Furthermore, building facades, vegetation, and public spaces can reinvigorate a space into a pedestrian paradise. The spaces should remain accessible to all modes of transportation, increase in usage, and reflect community character.



Commercial Area Retrofit: multiple commercial lots have been redesigned for a multitude of uses, increased density, green space, and decreased vehicle speed.

BEFORE

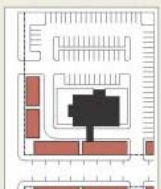


Existing Suburban Restaurant Pad



Commercial Area Retrofit: Single lot retrofit around existing building. Two story mixed use buildings in front, accessible parking, increased property values brings new development.

AFTER



Proposed Liners





Community Committee

The District

Phase one of *Your Voice Our Future* suggested that there is a strong desire for an area, be it a main street or district, that functions as a gathering space, has restaurants, shops, play spaces, and things to do for residents of all ages. The district should be a true *destination*, with emphasis on families.

As discussed, 'downtown' is not the best description of the kind of communal space imagined for Oro Valley. The Community Committee responded better to the term 'district', as it still describes an exciting area for play, dining, shopping, and gathering that reflects the character of Oro Valley through architecture, landscape design, and public art.

Brainstorm

The following is the result of the brainstorming activity conducted during the previous meeting and includes picture representing the concepts that were discussed.

Appealing Attractive Design

- Appearance
- Stands out, stands alone
- Texture
- Historic



Charming pedestrian corridor, unique regionally appropriate architecture, stands out.



Southwestern Architecture: Adobe and wood beam material use, regional vegetation planters double as seating, successful pedestrian shopping corridor, Taos, New Mexico.



Community Committee



Southwestern Architecture: Hotel Congress, adobe, large glass windows, seating, and regional plants.



Southwestern Architecture: reimagine as shops and restaurants as a pedestrian corridor.

Accommodate All

- Reflects community/citizens
- Appeals to all ages
- Children Play Area: Water from pavement, rock-climbing toys, merry-go-round
- Public bathrooms



Regional playground concept, use of wood and earth-tones.



Children's playground and public art fusion.



Community Committee

Accessibility & Ease – Multimodal

- Central gathering area / central for gathering
- Seating – benches, etc.



Seating: Parklet with multi-level seating and vegetation.



Plaza: Considered the most successful plaza of New York City due to vegetation, proximity to water, and movable seating.

Pedestrian Friendly

- Walkability
- Walkways: wide, material differentiation (brick or cobblestone)
- Walkways are free from cars
- Easy to walk around, manageable
- Pedestrian scale



Ryan Snyder, Santa Barbara

Walkability: Wide, brick walkway of State Street, the main shopping district and pedestrian hang-out.



Pedestrian Corridor: wide, stone walkway, pedestrians only.



Community Committee

Shade

- Ramadas
- Artificial or natural shade
- Shaded park – gathering area



Parklet Ramada Concept: includes seating area, material change, could be adjusted to regional conditions.



Ramada Concept: distinct southwestern architecture and materials.

Landscape

- Trees
- Attractive landscape design
- An open space with grass (fake), trees, art, and shade



Park: Small park concept, integrated art and shade.



Garden: University of Arizona College of Architecture, Underwood Garden, demonstrates five riparian zones of Southern Arizona, uses only excess HVAC water and harvested rainwater, endangered species habitat. Stepped seating, easy accessibility, dense shading.



Community Committee

Cultural Attractions

- Entertainment District
- Art/Music studios, galleries
- Space for events/concerts
- Public theater
- Restaurants, bars



Residents take over an alleyway for community movie events, concerts, et cetera.



Collection of art galleries, Bisbee, Arizona.

Shopping & Dining

- Shops & Restaurants: popular, desired, interesting
- Small and Local businesses
- Outdoor Offerings (i.e. outdoor seating)
- Vendors, (i.e. outdoor stands for treats)
- Economically viable

Questions

Ask yourself,

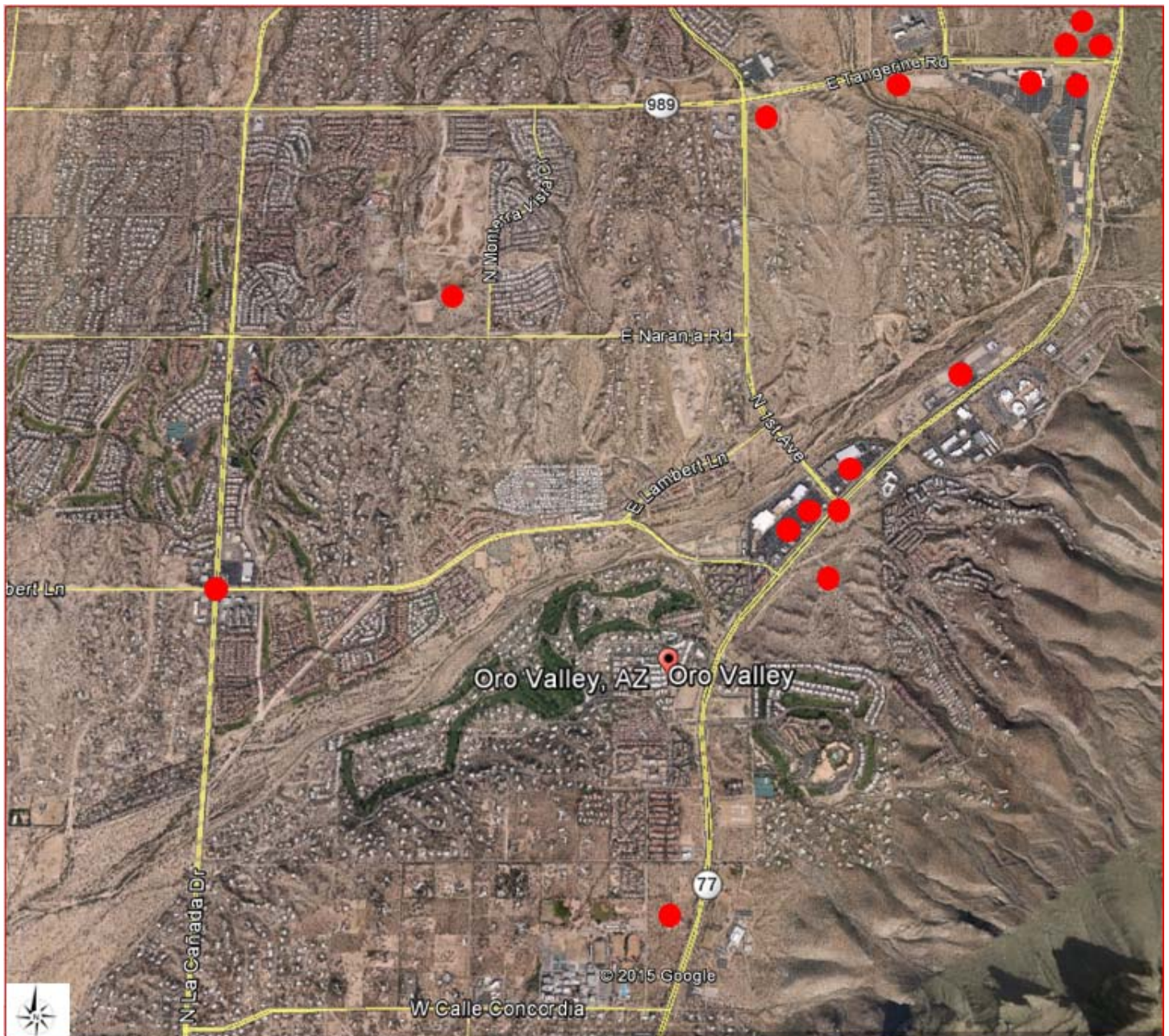
- These images are meant to invoke your imagination – what is possible in Oro Valley?
- Other communities have made big changes – can we?
- What is one thing that you saw that really jumped out to you?
- Further ideas?



Community Committee

Mapping

The map below shows where the Community Committee pinpointed potential district sites. Most dots are concentrated at the Oracle and 1st Avenue shopping plaza and the Oro Valley Market Place at Oracle and Tangerine. Ask yourself, what makes any of these areas a good choice? What do you think of the other choices?



COMMUNITY COMMITTEE WORKBOOK



INTRODUCTION

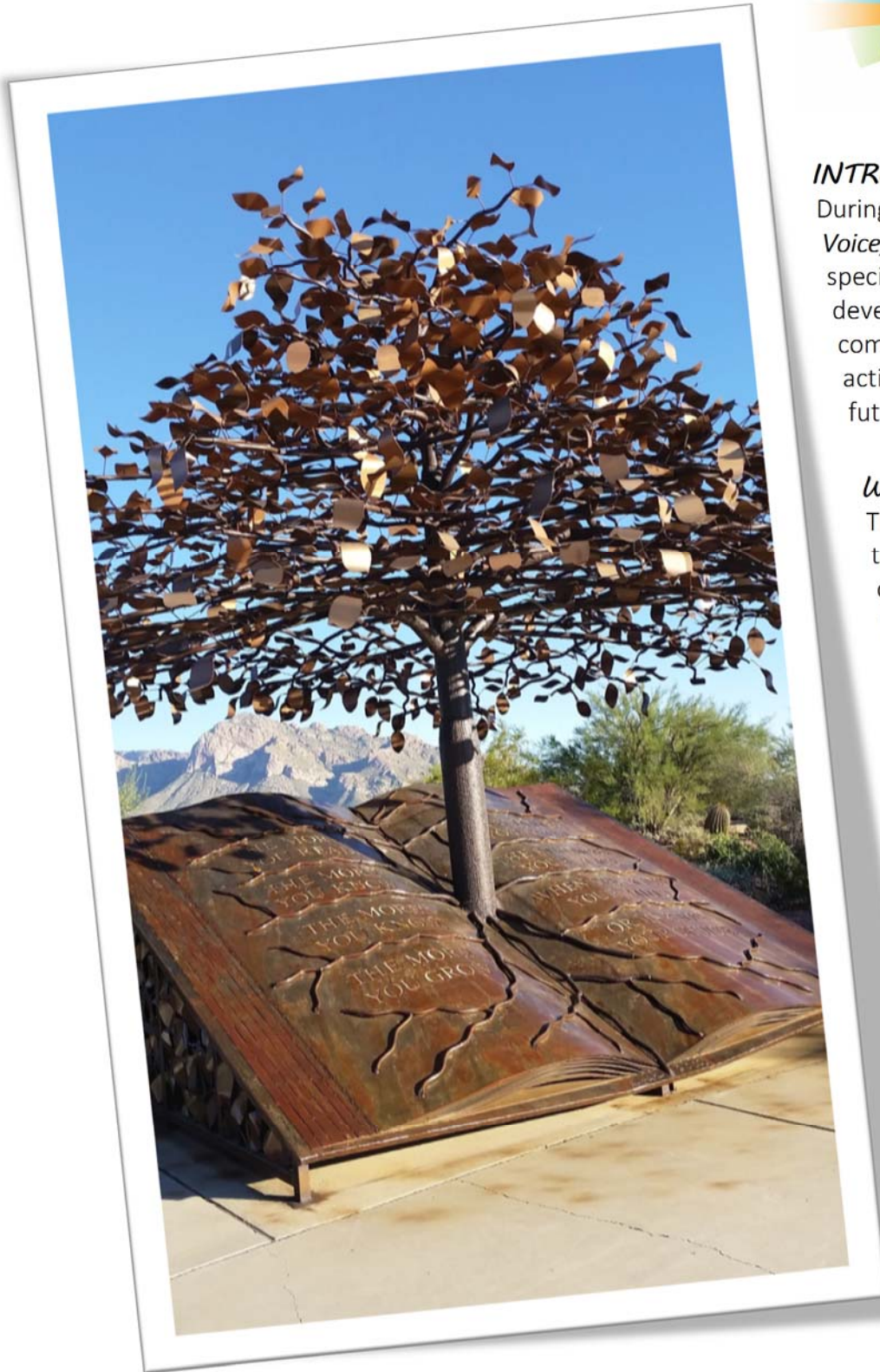
During Phase 2 – ‘Let’s Think’ of the *Your Voice, Our Future* project, three topic-specific committees will be working to develop goals, policies and actions for the community’s plan. This work will guide actions and decisions for the Town’s future over the next ten years.

What is the workbook?

The workbook is a tool for committees to use. It’s designed to be friendly, offer ideas and help you dive into your work. All the answers aren’t in this document, instead it represents some ideas that are supported by the community’s vision and guiding principles.

How should I use it?

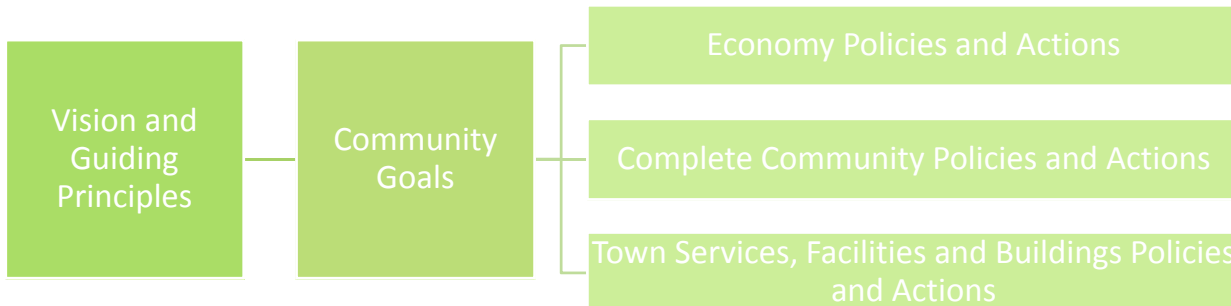
Read it – mark it up – make notes and bring your ideas to the committee meetings! This plan can’t be built without the unique contributions of every committee member and this workbook should help you bring your ideas into one place. Together we can build something that truly directs a positive future for the community.



COMMUNITY COMMITTEE WORKBOOK

How is the workbook organized?

The information in the workbook was examined through the lens of the endorsed vision and guiding principles. The goals offer big directions and the policies and actions take the next step.



Throughout this workbook you will see references to the Vision and Guiding Principles referenced after every goal, policy and action in parentheses. This is a way to track how we're lining up with what the community told us what important. The key for these Vision and Guiding Principles codes can be found in the key below.

Code V&GP Phrase

V-1	Well-managed community
V-2	Opportunities for quality living
V-3	Friendly, small-town character
V-4	Access to daily services
V-5	Access to employment
V-6	Access to recreation
V-7	Strong sense of community
V-8	High regard for public safety
V-9	Extraordinary natural environment
V-10	Extraordinary scenic views
GP-1	Focus on community safety and maintain low crime
GP-2	Ensure integrity of scenic beauty and environment
GP-3	Keep the unique community identity as a special place
GP-4	Create a complete community with a broad range of shopping, dining and places to gather
GP-5	Minimize traffic and increase ways to get around Town
GP-6	Manage how we grow and maintain high design standards
GP-7	Grow the number of high quality employment opportunities
GP-8	Ensure Oro Valley is a family-friendly community
GP-9	Support and build on high quality of schools
GP-10	Provide more parks, recreation and cultural opportunities for all ages
GP-11	Promote conservation of natural resources
GP-12	Maintain financial stability

Oro Valley's Vision

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

COMMUNITY COMMITTEE WORKBOOK

What do I need to know?

Please Note:

- ▲ **Asterisks*** indicates source comes from the current Town General Plan, Focus 2020, or the adopted Town Zoning Code.
- ▲ Statements with a () afterwards indicate a relationship to another chapter.
- ▲ Text in **red** indicates an update for version 2 of this document.
- ▲ Text in **blue** indicates an update for version 3 of this document.
- ▲ Text that has been **highlighted** indicates a need for further discussion.

Goal:

The desired result or the envisioned future. A goal answers the question “what does the Town strive for?”

Policy:

Identifies a course of action to help achieve the goals.

Action:

Indicates the specific actions to take in order to fulfill both the policies and the goals.

How will this fit into the final plan?

The work of this committee will feed into the final plan, along with the work of the other two committees.

1. Introduction

- a. How this plan was created: process, vision and guiding principles, state requirements
- b. How to read this plan: organization and plan content
- c. How this plan goes to work: implementation measures

2. How to use this plan: plan administration

- a. Amendment criteria

3. Environment

Topics include: Sonoran Desert Resources, Water Resources, Cultural Resources and Clean Environment

4. Community

Topics include: Economy, Complete Community and Town Services, Facilities and Buildings

5. Development

Topics include: Land Use and Design, Development and Growth Areas and Infrastructure

6. Conclusion

7. Appendices

COMMUNITY COMMITTEE WORKBOOK

4.1 Discussion: Overview of chapter

[Placeholder - text to be developed]

Priorities from the community in this chapter
Explanation of legal requirements – topics that must be covered as part of State elements

4.2 Community Goals

Following is a list of goals that would help to achieve the long-term vision for the community. The community goals outline a safe well-planned community that benefits the local economy and promotes healthy lifestyles, quality neighborhoods, lifelong learning and a sense of community. The goals also highlight the strong desire for continued safety in the community

Listed in order of the topics in this chapter.

All goals have a relationship to the goals in other chapters.

The Town of Oro Valley strives for . . .

[Previous goal 4.2.1 moved to opening statement above]

- 4.2.1. Long-term financial and economic stability and sustainability for **Town government.*** (GP12)
- 4.2.2. A robust local **economy and** job market which provides opportunities for quality employment, **builds on Oro Valley's assets, and encourages high-quality growth.** (GP07)
- 4.2.3. **A strong sector of targeted industries, including bioscience and aerospace fields, which provide opportunities for synergy and growth.** (GP07)
- ~~4.2.4. A diversified local economy that builds on Oro Valley's assets (V05)~~
- ~~4.2.5. Strategic and high-quality economic growth and development. (GP03)~~
- 4.2.6. A ~~complete~~ community with a wide range of services, amenities, shopping and dining opportunities and housing types which meet the needs of current and future residents. (GP04)
- ~~4.2.7. An established Town Center which provides a central gathering place that serves as the heart of the community and offers many other community benefits. (GP04)~~
- 4.2.8. A high-quality parks, recreation and open space system that is accessible, comprehensive, integrated and serves the community's needs. (GP10)
- 4.2.9. Diverse, enriching and quality education opportunities. (GP09)
- 4.2.10. Diverse, enriching and quality arts and culture experiences and amenities **accessible to all residents.** (GP10)
- 4.2.11. ~~Engaged residents who are involved in the community and are provided many~~ **Increased** opportunities **for residents** to provide meaningful input on Town decisions and planning. (V07)

*Questions - comments - ideas -
concepts that are important to me*



COMMUNITY COMMITTEE WORKBOOK

- 4.2.12. Protection from the threats of natural and man-made hazards and national emergencies. (GP01)
- 4.2.13. Safety for all residents and visitors during emergencies, and from the threats of natural and man-made hazards, whether at home, work, or other activities. (V08)

4.3 Economy Policies and Actions

This section addresses economic development and the Town's fiscal conditions.

Suggested POLICY

- 4.3.1 Develop a diversified and robust economic base to support long-term economic stability. (GP12)

ACTION ideas

- 4.3.1.1 Develop strategies which support and retain existing businesses within the community and provide opportunities for incubation and synergy. (V05)
- 4.3.1.2 Develop strategies to attract new high-paying jobs in a full range of business sizes ranging from small businesses to large scale employers, which are compatible with the character of the Town. (GP07)
- 4.3.1.3 Develop strategies which promote and support Oro Valley core industries including tourism, healthcare, bio/life sciences and suppliers, senior living, light manufacturing and advanced business services. (GP07)
- 4.3.1.4 Develop strategies which support Oro Valley's existing and future needs related to senior living.
- 4.3.1.5 Develop strategies which attract renewable energy technology research industries, manufacturers and installation industries. commercial-scale providers. (GP07)
- 4.3.1.6 Develop strategies to attract commercial, industrial and business park employment centers. (DEV) (GP07)

Suggested POLICY

- 4.3.2 Establish programs, strategies, and investments and financial incentives which ensure the Town's economic prosperity. (GP12)

ACTION ideas

- 4.3.2.1 Maintain and periodically update the Town's strategies for economic development as part of the strategic planning process.* (GP12)
- 4.3.2.2 Make strategic public investments, such as multi-modal transportation improvements or Town Center amenities, as part of the Capital Improvement Program that

Questions - comments - ideas -
concepts that are important to me

COMMUNITY COMMITTEE WORKBOOK

support desirable economic development.* (DEV)
(GP12)

- 4.3.2.3 Create private and public sector **partnerships and improvement** programs **for temporary use, beautification, or publicity** on underutilized or vacant employment and retail centers. (DEV) (V05)
- 4.3.2.4 Utilize the Town's economic development programs to pursue and support uses and businesses which diversify the local tax base, increase local employment and decrease the amount of tax dollars leaving the community.* (GP12)
- 4.3.2.5 Coordinate **infrastructure expansion and** ~~with energy providers to plan for~~ future utility services in Innovation Park and other key employment and commerce sites. (DEV) (V05)
- 4.3.2.6 **Pursue zoning changes that maximize the community's economic opportunities, while balancing community needs and desires.** ~~for increased sales tax revenue.~~ (DEV) (GP12)

Suggested POLICY

- 4.3.3 Promote Oro Valley as an ideal destination for economic activity, tourism, shopping and cultural attractions. (GP12)

ACTION ideas

- 4.3.3.1 Develop strategies to promote the value of Oro Valley's assets, including public safety, natural beauty, **public art** and sense of community, as part of overall economic development strategy. (V01)
- 4.3.3.2 Develop information and resources which promote Oro Valley as an ideal destination for outdoor recreation **and sports tourism.** ~~enthusiasts and sports tourists by capitalizing on the Town's location as the gateway to natural areas and the Town's current and planned sports facilities.~~ (V06)
- 4.3.3.3 **Support and periodically update the Town's historic preservation plans as a way to continue** ~~Create a plan which outlines preservation and~~ adaptive rehabilitation of historic properties as a means to foster economic vitality. (COMM) (GP03)
- 4.3.3.4 Develop strategies which promote a range of retail options including regional, neighborhood serving and main street retail **at strategic locations.** ~~and grocery stores in diverse settings.~~ (DEV) (GP04)

*Questions - comments - ideas -
concepts that are important to me*

COMMUNITY COMMITTEE WORKBOOK

Suggested POLICY

4.3.4 Support the Oro Valley workforce through education and training programs and needed services and amenities. (V05)

ACTION ideas

- 4.3.4.1 **Support workforce training** for a range of industries such as biotechnology, technical education, trades, **aerospace** and clean energy technologies. (DEV) (GP07)
- 4.3.4.2 ~~Support~~ **Encourage** ongoing higher education efforts in the community as a means to connect skilled workers with targeted employment sectors. (COMM) (GP07)
- 4.3.4.3 ~~Support working families by encouraging~~ **Encourage** the development of quality, accessible child care, pre-school, **special needs** and adult/elder care options **to support working families**. (GP08)
- 4.3.4.4 ~~Support the development of uses~~ **Increase services and transportation options** that support the needs of local workforce and are compatible and consistent with the scale and character of the community.* (DEV) (V03)

Suggested POLICY

4.3.5 Support annexations that are economically beneficial to the Town **while also considering the impact on social and environmental quality**.* (DEV) (GP12)

ACTION ideas

- 4.3.5.1 Create a strategy for annexations that reflects the needs of the community and appropriate financial planning. (DEV) (GP12)

Suggested POLICY

4.3.6 Maintain financial stability for Town operations, programs and services. (GP12)

ACTION ideas

- 4.3.6.1 Create a plan to study and strategize on alternative revenue sources which includes a high level of resident involvement.* (GP12)

4.4 Complete Community Policies and Actions

This section addresses topics related to the creation of a complete community. A complete community is one that serves the needs of residents on a day-to-day basis and gives people a sense of connection to their neighborhood and community. It also provides opportunities for civic engagement, healthy lifestyles and lifelong learning.



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HEALTHY LIFESTYLES

Suggested POLICY

- 4.4.1 Promote the overall physical and social health of the community. (V02)

ACTION ideas

- 4.4.1.1 Develop strategies to integrate public gathering spaces which encourage social and community interaction into existing commercial areas. (V03)
- 4.4.1.2 Integrate public education about the benefits of physical activity into existing Town programs. (V02)
- 4.4.1.3 Study and develop a plan identifying appropriate means to improve access for all people to locally grown and healthy food. (V02)

Suggested POLICY

- 4.4.2 Provide equitable and appropriate park facilities and services for all residents in the community.* (V06)

ACTION ideas

- 4.4.2.1 Periodically review and update the Parks Master Plan as a means to evaluate and address the Town's community park system conditions and needs.* (GP10)
- 4.4.2.2 Explore the opportunities to serve the community's recreation needs with the establishment of a community center. (GP10)
- 4.4.2.3 Study and identify sources of revenue for recreational purposes, such as land, facility and recreation program needs. (GP10)
- 4.4.2.4 Integrate spaces for community gatherings and events into park design which encourage social, educational and community interaction. (GP10)
- 4.4.2.5 Increase public awareness of the financial needs to acquire, build and maintain public parks. (GP12)
- 4.4.2.6 Develop and administer a public survey which gauges public support of a future bond measure to support park improvements. (GP12)
- 4.4.2.7 Utilize public/private partnerships and volunteerism program to preserve and enhance open space and park facilities. (V01)

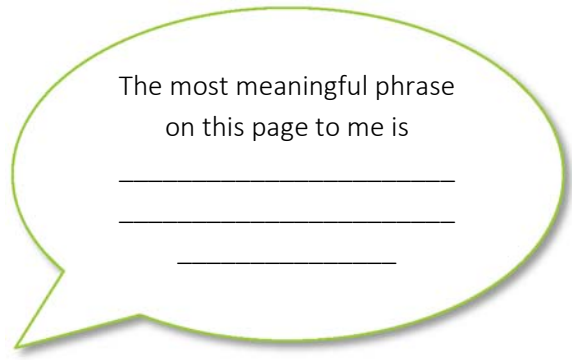
Suggested POLICY

- 4.4.3 Link existing and planned neighborhoods with parks and open spaces by incorporating path and trail facilities. (ENV) (GP10)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY



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4.4.4 Provide public open space and park space where there is an existing park shortage or a need to preserve open space, natural areas or scenic views. (DEV) (V02)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.5 Cooperate with other jurisdictions, agencies, and organizations as opportunities arise to develop joint-use and multi-use facilities that benefit and address the recreational and social needs of the community.* (V06)

ACTION ideas

4.4.5.1 Study and evaluate the feasibility of the development of public recreation or community education facilities in the community. (V06)

4.4.5.2 Develop a strategy to purchase property for larger recreational facilities of sufficient size and location that access can be shared equitably by multiple neighborhoods.* (DEV) (GP10)

NEIGHBORHOODS

Suggested POLICY

4.4.6 Promote the creation of an inviting, walkable, attractive, vibrant ~~Town Center~~ **downtown district** which offers entertainment, public gathering places and a focus on the arts and creates a strong identity for Oro Valley. (GP03)

ACTION ideas

4.4.6.1 Develop a plan for a designating a ~~Town Center~~ **downtown district** that serves as Oro Valley's main street. (GP03)

4.4.6.2 Update capital improvement and transportation plans to integrate needs as part of the ~~Town Center~~ **downtown district**, including bike and pedestrian transportation options and public amenities. (GP05)

4.4.6.3 Update economic development strategies to promote the ~~Town Center~~ **downtown district** as a premier destination for retail, restaurant, entertainment, public art and public gathering places in the community. (GP12)

4.4.6.4 Foster public/private partnerships in order to achieve common goals and desired improvements for the ~~Town Center~~ **downtown district**. (V01)

Suggested POLICY

4.4.7 Support the development of a diversity of housing types within the community. (COMM) (V02)

*Questions - comments - ideas -
concepts that are important to me*

**WHAT IS A
POLICY?**

*It identifies a course of
action to help achieve
the goals*

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ACTION ideas

- 4.4.7.1 Conduct a housing inventory and market analysis as a means to determine long-term housing needs while considering changes in demographics and overall growth. (V01)
- 4.4.7.2 Develop a housing plan which considers the housing needs of the community. (V01)
- 4.4.7.3 Integrate strategies into the housing plan which address the needs of the workforce, including young professionals, teachers and bioscience employees. (V01)
- 4.4.7.4 Integrate strategies into the housing plan which address the needs of current and future residents, including students, young families, middle-aged residents, retirees and those with income constraints or disabilities. (V01)
- 4.4.7.5 Amend the zoning code as appropriate to allow for and encourage diverse housing development as identified in the housing plan. (V01)

Suggested POLICY

- 4.4.8 Foster development of complete neighborhoods with easy access to transportation and employment options, and commercial areas that offer amenities and services for residents' daily needs. (DEV) (V01)

ACTION ideas

- 4.4.8.1 Develop central gathering places as part of the ~~Town Center~~ **downtown-district** which represent the character of the Town. (GP03)
- 4.4.8.2 Develop a plan which coordinates land use, police, engineering and transportation planning to provide safe, multi-modal transportation upgrades. (GP05)
- 4.4.8.3 Train regional experts to work with local grade schools to implement an effective Safe Routes to School program for school children.* (GP05)

Suggested POLICY

- 4.4.9 Promote community interaction by planning for public land uses, such as parks, schools and other civic uses to act as the focus of neighborhoods. (DEV) (V07)

ACTION ideas

- 4.4.9.1 Integrate spaces for community gathering into neighborhood design which encourage social and community interaction. (V07)
- 4.4.9.2 Develop a plan to create a designated ~~Town Center~~ **downtown district** or art districts which provides

*Questions - comments - ideas -
concepts that are important to me*



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opportunities for community gathering and meets the community's vision for the future.* (DEV) (V07)

Suggested POLICY

4.4.10 Support the development of a range of dining and entertainment options which foster a sense of community and create common places to gather. (GP04)

ACTION ideas

[Placeholder, to be developed during Committee process]

LIFELONG LEARNING

Suggested POLICY

4.4.11 Provide access to arts, library and cultural amenities to benefit the entire community including residents, businesses, visitors and tourists. (V02)

ACTION ideas

- 4.4.11.1 Utilize and maintain appropriate Master Operating Agreements with arts and culture entities in order to enhance the orderly development and growth of the arts in the community and to provide residents with access to the arts.* (GP10)
- 4.4.11.2 Develop a plan to create exhibit areas for cultural artifacts in public facilities in order to educate the public on local history.* (DEV) (GP10)
- 4.4.11.3 Use existing Town processes to continue small and large-scale public art programs and seeking outside funding for art projects.* (GP10)

Suggested POLICY

4.4.12 Continue to integrate public art into the design of new Town parks.* (GP03)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.13 Support existing arts, culture and performance venues and the creation of new arts and cultural exhibition space within the Town.*(GP10)

ACTION ideas

- 4.4.13.1 Develop a plan identifying potential future investment strategies and appropriate locations for additional cultural facilities including historic properties, parks,



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amphitheaters, performing arts facilities, instruction space, galleries and other facilities.* (GP10)

Suggested POLICY

4.4.14 Encourage public spaces, public art and activities that celebrate the history of Oro Valley and help build a sense of community. (DEV) (V07)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.15 Support and encourage cooperation from public school districts, private, and charter schools to share school facilities for arts, recreation, and education projects.* (GP09)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.16 Promote higher education through supporting expansion of college and university branches in Oro Valley.* (GP09)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.17 Participate in cooperative efforts of local, state, and federal educational programs to ensure that our community's education needs are met. (GP09)

ACTION ideas

4.4.17.1 Evaluate the adequacy of school facilities as a finding for all residential land use requests.* (DEV) (GP09)

Suggested POLICY

4.4.18 Support the Oro Valley library by providing nearby supportive uses and accessibility from multiple transportation options.* (DEV) (V04)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.19 Cultivate future community leaders by involving youth in civic affairs. (GP03)

ACTION ideas



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[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.20 Provide volunteer opportunities for all age groups to be involved in community service. (GP03)

ACTION ideas

[Placeholder, to be developed during Committee process]

Suggested POLICY

4.4.21 Provide ongoing and easy access to Town information and resources. (V01)

ACTION ideas

[Placeholder, to be developed during Committee process]

4.5 Town Services, Facilities, and Buildings Policies and Actions

This section addresses. . .

Suggested POLICY

4.5.1 Provide effective public safety services to prevent, respond to and recover from emergencies and natural disasters.* (V08)

ACTION ideas

- 4.5.1.1 Coordinate emergency preparedness planning with all emergency responders. (GP01)
- 4.5.1.2 Expand public safety awareness and emergency training programs by working with various service providers (police, fire districts, schools, etc.)* (COMM) (GP01)
- 4.5.1.3 Implement standards for response readiness in regards to fire safety and homeland security.* (GP01)
- 4.5.1.4 Include evacuation routes and development and density standards for new development which adjoins forest land in order to minimize impacts from nearby potential wildfire areas.* (DEV) (GP01)
- 4.5.1.5 Develop plans and implement programs which support community policing as a means to further public safety in the community. (GP01)
- 4.5.1.6 Develop a plan for post-disaster recovery and resilience which includes decisions for Town facilities and personnel needs. (GP01)
- 4.5.1.7 Participate in a regionally-coordinated plan that addresses potential risks associated with climate change. (V01)

*Questions - comments - ideas -
concepts that are important to me*

COMMUNITY COMMITTEE WORKBOOK

- 4.5.1.8 Continue to develop, expand and implement a Drought Response Plan to address potential or long-term drought conditions. (V01)
- 4.5.1.9 Provide training to applicable Town staff on the adopted hazard mitigation plan and its requirements. (V01)
- 4.5.1.10 Regularly update wildland-urban interface plans and educate the community about fire hazards. (V01)
- 4.5.1.11 Develop, implement and periodically update a mass evacuation strategy. (GP01)
- 4.5.1.12 Develop, implement and periodically update a Shelter in Place educational program. (V01)

Suggested POLICY

- 4.5.2 Continue emergency preparedness planning to address utility shortages, outages or disruptions. (V08)

ACTION ideas

- 4.5.2.1 Collaborate planning efforts with all emergency responders and utility providers. (GP01)
- 4.5.2.2 Provide a public education program for residents, children, and visitors to learn how to take care of themselves and neighbors during times of emergency, including energy shortages and outages. (V08)
- 4.5.2.3 Seek funding opportunities and partnerships to ensure continued energy conservation and emergency preparedness outreach efforts. (V01)

Suggested POLICY

- 4.5.3 Coordinate land use and public facility planning to appropriately prevent and respond to emergencies (V08)

ACTION ideas

- 4.5.3.1 Coordinate emergency services throughout the community to provide a strong presence, appropriate response, and one-on-one interface with community members.* (GP01)
- 4.5.3.2 Locate emergency services in safe and resilient locations protected from flood risk in existing and growing neighborhoods.* (DEV) GP01)
- 4.5.3.3 Coordinate planning efforts with public safety providers to ensure their capability to respond to hazard events. (DEV) (GP01)
- 4.5.3.4 Develop strategies to protect human life and property from natural hazards including steep and unstable slopes and soils, floods and erosion hazards.* (DEV) (GP01)

Questions - comments - ideas - concepts that are important to me

WHAT IS AN ACTION?

It indicates the specific actions to take to fulfill the policies and the goals!

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- 4.5.3.5 Evaluate safety issues, including storm water, in reviewing school site plans during the development review process.* (DEV) (GP01)
- 4.5.3.6 Review the zoning code to determine how it limits development in hazardous areas and modify as needed. (V08)

Suggested POLICY

- 4.5.4 Maintain public safety and reduce sources of conflict and nuisance crime through design, regulation and management. (DEV) (V08)

ACTION ideas

- 4.5.4.1 Use Crime Prevention through Environmental Design (CPTED) principles in the design and engineering of community assets and facilities. (GP01)
- 4.5.4.2 Use Crime Prevention through Environmental Design (CPTED) principles in development review process.* (COMM) (GP01)

Suggested POLICY

- 4.5.5 Provide high quality public facilities and services in a cost effective and efficient manner. (GP12)

ACTION ideas

- 4.5.5.1 Plan strategically to measure public service needs and set appropriate guidelines and budget allocations for services.* (GP12)
- 4.5.5.2 Provide Town facilities in safe, central locations appropriate for the needs of the community and with adequate capacity to accommodate staff and resource changes in response to anticipated growth of the community. (GP06)

Suggested POLICY

- 4.5.6 Maintain and manage Oro Valley's assets, including streets, infrastructure, and facilities to ensure long-term benefit to the community. (GP12)

ACTION ideas

- 4.5.6.1 Develop a plan which considers long-term municipal facility needs, and considers overall growth, parking needs, facility expansion, satellite offices, central offices as part of the ~~Town Center~~ **downtown district** and sustainable operations. (GP06)

Suggested POLICY



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4.5.7 Provide leadership by implementing model energy efficiency, water conservation, recycling, alternative fuel and solar projects in all municipal facilities and operations. (V02)

ACTION ideas

4.5.7.1 Provide an annual energy report card to track energy plans and savings in Town operations, purchasing and operational practices. (COMM) (V01)



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For your committee's consideration: other related goals, policies and actions

The **Environment Workbook** includes goals, policies and actions related to the natural, water and cultural resources and clean environment. Policies and actions related specifically to the Community Committee are included here.

Draft GOAL 3.2.3 The protection and preservation of significant cultural and historical sites, properties and resources that enhance community character and heritage. (GP10)

Draft GOAL 3.2.5 Balanced and responsible use of energy and water resources for the current and future benefit of the community. (GP11)

Draft GOAL 3.2.6 Efficient and responsible management of trash and recyclable material for the current and future benefit of the community. (GP11)

Suggested POLICY 3.3.1 Identify, preserve and manage an integrated and connected open space system that protects Oro Valley's natural resources, and provides enjoyment for residents and visitors. (COMM) (V10)

Suggested POLICY 3.4.1 Ensure the long-term water resource supply and conservation for present and future water utility customers. (V01)

ACTION idea 3.4.1.3 Expand the use of reclaimed water for irrigation of areas such as parks, golf courses, schools, public facilities and homeowners associations common areas to reduce the Town's dependence on groundwater resources.* (COMM) (V09)

Suggested POLICY 3.5.1 Preserve and interpret significant cultural resources within Oro Valley and the larger planning area.* (DEV) (GP10)

ACTION idea 3.5.1.3 Continue to implement the current and future cultural resources management plan for the preservation of cultural resources within the Town.* (COMM) (GP10)

Suggested POLICY 3.5.2 Provide appropriate public access to and education about Oro Valley's cultural resources in order to enrich our sense of community. (GP10)

ACTION idea 3.5.2.1 Create park and recreational programs and activities which raise community awareness and support of local cultural resources. (COMM) (GP08)

Suggested POLICY 3.6.2 Encourage pollution prevention, waste minimization and recycling in all sectors of municipal, business, institutional and residential operations throughout the Town. (COMM) (V09)

Additional goals, policies and actions may be added to this list as preliminary work continues.

The **Development Workbook** includes goals, policies and actions related to land use and design, development and growth areas and infrastructure. Policies and actions related specifically to the Community Committee are included here.

Draft GOAL 5.2.4 Efficient, effective, safe and sustainable public services and utilities which serve the current and future needs of the community. (COMM)

Draft GOAL 5.2.8 Neighborhoods that include safe and convenient access to open space, recreational opportunities, public schools and services and protection from incompatible land uses. (COMM)

Draft GOAL 5.2.9 Robust development opportunities and a diverse transportation network which support a growing economy. (COMM)

Suggested POLICY 5.3.2 Provide a variety of land uses throughout the Oro Valley Planning Area while also requiring compatibility and/or appropriate transition standards.*

ACTION idea 5.3.2.1 Modify existing zoning designations to provide sufficient industrial, commercial, and mixed use areas for new business opportunities. (COMM)

ACTION idea 5.3.2.3 Develop a plan which promotes the development of a downtown district. (COMM)

Suggested POLICY 5.3.4 Provide opportunities for community centers, parks and recreation, employment, and other services to be located near existing and future neighborhoods.* (COMM)

Suggested POLICY 5.3.8 Encourage master planned communities with a variety of residential densities and commercial uses located to serve the community.* (COMM)

Suggested POLICY 5.3.9 Encourage site design that promotes cohesive developments that enhance the pedestrian experience and limits strip commercial or free-standing pads.* (COMM)

Suggested POLICY 5.3.10 Utilize the built environment to promote social, healthy and active lifestyles. (COMM)

ACTION idea 5.3.10.1 Continue to encourage large residential or master-planned developments to incorporate recreational facilities and other amenities including a consideration of day care facilities to serve the needs of residents.* (COMM)

ACTION idea 5.3.10.2 Create a program for the promotion of universal design principles that provide universal access and benefit through accessible public and private facilities, services and programs. (COMM)

Suggested POLICY 5.3.11 Improve the community's visual character, urban form, safety and functionality of the built environment to enhance the quality of life. (COMM)

COMMUNITY COMMITTEE WORKBOOK

ACTION idea 5.3.11.1 Study and update signage regulations to incorporate best practices while continuing to provide for clarity, compatibility and easy business identification and direction. (COMM)

ACTION idea 5.3.11.2 Require developers to design neighborhood retail and office uses to respect residential scale and character. (COMM)

Suggested POLICY 5.5.1 Provide infrastructure which meet the larger community goals when considering new development.* (COMM)

ACTION idea 5.5.1.2 Provide the community up to date information about proposals for utility installations, including new booster or transmission facilities through the Town's website. (COMM)

Suggested POLICY 5.5.3 Plan for growth and facilitate replacement and timely upgrade of aging infrastructure as needed.

ACTION idea 5.5.3.1 Coordinate with police, fire protection and emergency service providers during the development review process to ensure that they can meet the needs of new development.* (COMM)

ACTION idea 5.5.3.3 Form a technical review board who will review annexation proposals, offer comments and help plan for growth. (COMM)

ACTION idea 5.5.3.4 Hold periodic "energy summits" by bringing together providers, key landowners, businesses, and Town staff to identify and resolve issues and discuss plans for future growth. (COMM)

ACTION idea 5.5.3.5 Investigate the annexation of county islands and peninsulas to facilitate infrastructure expansion and improve operational efficiencies of municipal services.* (COMM)

Suggested POLICY 5.5.4 Provide opportunities for the location of high quality telecommunication and broadband services within the Town in order to support economic development and community-wide goals. (COMM)

Suggested POLICY 5.5.7 Develop a safe, convenient and efficient network of multi-modal transportation facilities that integrate amenities, provide access to services and destinations and that link neighborhoods, schools, parks and natural areas. (ENV, COMM)

ACTION idea 5.5.7.3 Participate in employer- and community-based programs to encourage people to use multi-modal transportation methods, reduce trips and participate in bike and pedestrian safety courses.* (COMM)

Suggested POLICY 5.5.8 Enhance the Town's community identity through roadway design and develop a hierarchy of streets that differentiate the character of key streets and intersections.

ACTION idea 5.5.8.1 Create a complete streets design manual which takes into account traffic calming, traffic safety, neighborhood aesthetics, storm water management, access management, public health, safety and community vitality.* (COMM)

Suggested POLICY 5.5.9 Facilitate regional bikeway planning efforts to ensure that the Town's bikeway system connects with the neighboring communities and the regional bikeway system.

ACTION idea 5.5.9.1 Assist in completion of the regional bike and pedestrian 'loop' system through intergovernmental agreements and collaboration.* (COMM)

ACTION idea 5.5.9.2 Collaborate with Pima County and Tucson to enact consistent standards and design guidelines for pedestrian and bicycle facilities that will provide for a safe and sensible network.* (COMM)

Suggested POLICY 5.5.10 Foster opportunities for walking, biking and transit to schools, open space, parks, recreation and activity centers.* (COMM)

ACTION idea 5.5.10.3 Develop a plan to eliminate gaps and barriers in the pedestrian and bikeway systems when constructing roadway, pedestrian and bikeway improvements.* (COMM)

ACTION idea 5.5.10.5 Provide incentives for private development to provide bicycle amenities, such as bike parking, showers, water fountains, directional signs, shaded rest areas, and trail system connections.* (COMM)

Suggested POLICY 5.5.11 Develop a safe, integrated and comprehensive transit system that increases public access to mass transit and improves community mobility. (COMM)

ACTION idea 5.5.11.1 Provide safe, attractive, efficient transit shelters that enhance the community character.* (COMM)

ACTION idea 5.5.11.2 Develop a plan for future transit needs that includes transit routes which allow for coordination of trips to common destinations and regional connections.* (COMM)

Suggested POLICY 5.5.13 Minimize the impacts of traffic and roadway construction on existing residential neighborhoods.* (COMM)

Additional goals, policies and actions may be added to this list as preliminary work continues.