



BOARD OF SUPERVISORS AGENDA ITEM REPORT

Requested Board Meeting Date: 05/12/2015

Title: GREEN VALLEY COMMUNITY PLAN: ROADMAP TO 2025

Introduction/Background:

The Green Valley Council approved this plan on March 15, 2015.

Discussion:

This Resolution reflects the Green Valley Council's approval of the Green Valley Community Plan.

Conclusion:

This Plan identifies the direction in which Green Valley intends to move.

Recommendation:

Staff recommends that the Board of Supervisors' approve this Resolution.

Fiscal Impact:

0

Board of Supervisor District:

☐ 1 ☐ 2 ☐ 3 ☒ 4 ☐ 5 ☐ All

Department: Pima County Development Services Telephone: 724-9000

Department Director Signature/Date: *[Signature]* 4/20/2015

Deputy County Administrator Signature/Date: *[Signature]* 4/21/15

County Administrator Signature/Date: *[Signature]* 4/21/15



Subject: GREEN VALLEY COMMUNITY PLAN

Page 1 of 2

FOR MAY 12, 2015 MEETING OF THE BOARD OF SUPERVISORS

TO: HONORABLE BOARD OF SUPERVISORS
FROM: Arlan M. Colton, Planning Director 
Public Works-Development Services Department-Planning Division
DATE: April 15, 2015

RESOLUTION FOR ADOPTION

GREEN VALLEY COMMUNITY PLAN
ROADMAP TO 2025
(District 4)

Planning staff is pleased to transmit to the Board of Supervisors the document "Green Valley Community Plan: Roadmap to 2025" at the request of the Green Valley Council. The Green Valley Council Board of Representatives adopted the plan on March 15, 2015. The Council respectfully requests that the Board of Supervisors **ACCEPT** the plan.

If approved, adopt RESOLUTION NO. 2015 - _____

DISTRICT: 4

STAFF CONTACT: Arlan Colton

BACKGROUND

The Board of Supervisors first recognized and affirmed by resolution 1989-55 the Green Valley Community Council Goals and Objectives for what was then Pima County's Green Valley Community Plan. The relationship between the County staff and the Green Valley Council was established by these goals and objectives lives on today and defines how the staff works with the Green Valley Council across all departments. In early 2006, a successor plan entitled the "5:15 Plan – A Time of Change; Community Plan for Green Valley 2005-2015" was presented to the Board and accepted. Staff has been unable to locate a resolution for this plan.

Beginning in 2014, the Green Valley Community Plan Steering Committee began to draft a new plan for the next ten years under the guidance of Chair Susan Anderson. The plan had input from stakeholder groups and individuals throughout the community. It contains 4 overarching goals under which there are 33 objectives. There is also guidance for how to "move forward" under each

goal, not unlike the Imagine Greater Tucson Vision in structure. The plan itself is based on a vision statement drafted by the Green Valley Council Vision Committee, and the plan is meant to be flexible and responsive to innovation.

The 4 Goals are as follows:

- Be Responsive to Resident Needs
- Ensure Community Strength through Collaboration and Cooperation
- Instill Pride and Commitment in Green Valley Community
- Provide an Environment that Allows Individuals to Achieve their Desired Quality of Life

County Planning staff met with the Steering Committee during the Pima Prospers public outreach process, and in turn was asked by Ms. Anderson to review the plan in an earlier draft. Staff did so and made just a few comments. Staff finds the plan very much in harmony with the proposed county comprehensive plan, Pima Prospers, but with a scale and focus appropriate to the Green Valley community. It more specifically identifies the direction in which Green Valley intends to move. It is well rounded, very forward looking and should be considered in future decisions affecting Green Valley.

RECOMMENDATION

Staff recommends the resolution be approved.

AC/ar

Attachments

cc: C. H. Huckelberry, County Administrator
John Bernal, Deputy County Administrator, Public Works
Nanette Slusser, Assistant Deputy County Attorney, Public Works
Tom Weaver, Deputy County Attorney
Robin Brigode, Clerk of the Board
Carmine DeBonis, Jr., Development Services Director
Chris Poirier, Assistant Planning Director
Susan Anderson, Green Valley Council Steering Committee
Sandi Richey, Executive Director, Green Valley Council

Green Valley Community Plan: *Roadmap to 2025*



GVC
Green Valley Council
Community Plan Steering Committee
April 2015



Green Valley Community Vision

Green Valley, Arizona, will strive to be much more than a nationally recognized active-adult community. We will encourage reciprocal collaboration with our regional neighbors to meet common needs. As a volunteer-driven community, we will be welcoming, fair, and responsive to all by providing for an enviable quality of life.

Table of Contents

- Acknowledgements, Committee Members ~ 3
- Assumptions ~ 4
- Methodology ~ 5
- Introduction ~ 6
- Goal 1: Be Responsive to Member Needs ~ 9
- Goal 2: Ensure Community Strength Through Collaboration and Cooperation ~ 14
- Goal 3: Instill Pride and Commitment in Green Valley Community ~ 18
- Goal 4: Provide an Environment that Allows Individuals to Achieve Their Desired Quality of Life ~ 21
- In Conclusion ~ 25



Cover photo and road runner drawings courtesy of Anthony Strungis.

Acknowledgements

The GVC Community Plan Steering Committee would like to acknowledge the help we received from many segments of the community. Representatives from more than 40 "stakeholder" organizations sat down with us to talk about their missions, plans, dreams, needs, and desires. These organizations reflected aspects of the community from commercial to volunteer, from political to assistance, and from sport to medicine. We have relied heavily on their many hours of input to craft this document.

The Green Valley Council Executive Board and the GVC Board of Representatives also provided valuable input. The Committee further acknowledges the Green Valley Community Vision Committee for producing the vision statement that guided our efforts. (See Methodology section, page 5.)

In addition, we have heard from individuals in the community who responded to the publication of the draft of the document with further thoughtful suggestions.

Without the assistance of all of these people, we could not have produced the document. We extend sincere thanks to all who helped make this "*Roadmap to 2025*" a reality.



Green Valley Community Plan Steering Committee Members

April 2015

Susan Anderson, Chair

Mac Gearhart

Roger Ludlam

Nancy Puckett

Anthony Strungis

Assumptions

In preparing the “Green Valley Community Plan: *Roadmap to 2025*,” the Community Plan Steering Committee used the following assumptions:

- The currently established boundary lines for Green Valley, documented in the County’s Comprehensive Plan, will remain in place and neither be expanded nor reduced.
- Green Valley’s population rose from 17,282 in 2000 to 21,391 in 2010 (U.S. Census data). Since our boundaries will not appreciably change, and there are few land parcels left for residential development, GV’s expected population will not rise appreciably. However, it is expected that the remaining available residential areas will be built out.
- The majority of Green Valley will remain an age-restricted community (55 and over) with a *gradual* decline in the median age, as a result of the retiring baby boomer population. In 2000, the median age was 72.2; in 2010 it dropped to 71.2.
- The number of those living alone rose from 34.1 percent of the population in 2000 to 38.4 percent in 2010; services for this population will continue to be necessary.
- Green Valley will continue to experience an estimated seasonal population increase of 30-40 percent during the winter months. This number was discerned based on a survey of HOA residential “winter residents and renters” and anecdotal feedback from the U.S. Postal Service.
- Although specific to Green Valley, the plan recognizes that our community is part of the Greater Green Valley Area—including Sahuarita, which is expected to undergo considerable economic and population growth over the next decade, and those trade industries developing south of Green Valley to the Mexican border.
- Green Valley’s economic growth will remain slow in providing retail opportunities for residents; a requirement for eldercare and medical services will continue; and the tourism industry will experience slow growth.
- The use of electronic media is here to stay; more residents will use computers, email, Internet services (including retail), and other digital media. This will require an increase in education, self-help services, and repair facilities.
- Volunteer activities and organizations will remain a crucial element of services provided for the residents of Green Valley.
- Overall national market forces will be the ultimate decider in who moves to and remains in Green Valley.
- There will continue to be a central governing organization representing the community.

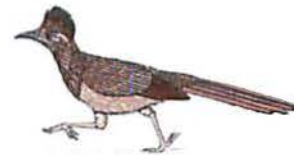


Methodology

The drafting of the “Green Valley Community Plan: *Roadmap to 2025*” has been a long journey for many members of this community with a few detours thrown in. This journey started with a public meeting of the community and appointment of the GV Community Vision Committee. Their work concluded with the Green Valley Council (GVC) Board of Representatives (BOR) adoption of the Green Valley Vision:

Green Valley, Arizona will strive to be much more than a nationally recognized active-adult community. We will encourage reciprocal collaboration with our regional neighbors to meet common needs. As a volunteer-driven community, we will be welcoming, fair, and responsive to all by providing for an enviable quality of life.

With this vision as the starting point, the GVC Community Plan Steering Committee (CPSC) was reformed with new members and with a charge to develop a ten-year community plan that will guide the community to 2025. Building on some of the previous plan’s efforts, the Green Valley CPSC began the “roll up your sleeves” work of developing an internal road map and a broad outline of the plan strategy. After crafting a baseline understanding of long term strategy with goals and objectives, the Committee interviewed stakeholders in the community about their organizations in particular, the community in general, and their broad goals for the next decade. Committee members also attended pertinent meetings and reviewed other strategic and planning documents, ranging from the local level to regional planning efforts.



Armed with raw data, the Committee then formed baseline assumptions for the plan, developed and refined four broad goals, and asked for community comment. After evaluating and incorporating community input, objectives were then aligned under appropriate goals, and the document was drafted and distributed to the community stakeholders for comment. Comments received were incorporated into the final document. The “Green Valley Community Plan: *Roadmap to 2025*” was approved by the GVC BOR on March 19, 2015 and accepted by the Pima County Board of Supervisors. It is hoped that both GVC and Pima County will use this document as a guide in future decisions affecting Green Valley.

Moving forward, the GVC Community Plan Steering Committee recognizes that a community wide implementation effort is essential to ensure Green Valley makes progress in achieving the goals and objectives articulated in this plan. To this end, the CPSC will monitor and oversee implementation and periodically report progress to the GVC Board of Representatives.

Introduction

"Coming together is a beginning; keeping together is progress; working together is success." - Henry Ford

In 1959 Green Valley established the foundations of a senior community and, in 1970, the young community's characteristic volunteer focus blossomed with the establishment of the Green Valley Community Coordinating Council (GVCCC, now known as Green Valley Council or GVC), the Green Valley Fire District, Green Valley Recreation, Friends in Deed, and the Green Valley Chamber of Commerce.



The first Green Valley Community Plan was approved by the Pima County Board of Supervisors in March 1989. It included 27 goals and objectives, and was updated periodically over the years, most recently in 2005.

The 2005 ten-year Community Plan was known as the "5:15 Plan" because it addressed the years 2005 to 2015. The "5:15 Plan" presented a valuable guide for civic action.

This 2015 "Green Valley Community Plan: *Roadmap to 2025*" presents four overarching goals that drive 33 intersecting objectives to help community residents and organizations identify pathways to success. Those four goals are:

- Be Responsive to Resident Needs
- Ensure Community Strength through Collaboration and Cooperation
- Instill Pride and Commitment in Green Valley Community
- Provide an Environment that Allows Individuals to Achieve their Desired Quality of Life

If goals tell us what we want to achieve, then objectives tell us how to get there. Objectives must be specific and measurable, but the objectives can also be considered signposts that offer directional options. They are not meant to be a prescriptive, charted route to the future. With each of the objectives there are a few suggested actions for "*Moving Forward*." Ideally, these will spark conversation and innovation. Green Valley is blessed with smart and creative residents. Let a thousand options be charted!



Green Valley Community Plan: Roadmap to 2025

Of the objectives listed here, there are a handful that are not so much repeated as reconsidered in the context of the different goals. Those objectives address issues such as public safety, our desert environment, educational and recreational needs, and accurate and accessible information. Other recurring objectives address active volunteerism, economic development, and Green Valley representation through active involvement in government. These objectives wind through the plan, re-emphasizing their importance.

The objectives of this plan point in many of the same directions as the original 1989 plan goals and objectives. Maintaining roads and encouraging transportation options are goals in both documents. The need to encourage active volunteerism, then and now, is vital to our community. The value of art, music, culture, recreation, and education also figures prominently in both plans. Monitoring utilities and environmental concerns, including CAP and an adequate water supply are issues that will likely never go away. The 1989 plan included an objective that states, in part: "Establish and maintain a positive and progressive attitude toward the business community in Green Valley." Most likely, everyone in Green Valley today finds that objective still very relevant.

There is another concept common to both plans that may address why the community goes through this planning process:

- "Continue to emphasize the good features of living in Green Valley as a retirement community" (1989, objective #9)
- "Instill Pride and Commitment in Green Valley community" (2015, Goal 3)

Community plans are developed because we care, because we feel pride in our community and what it accomplishes, and because we want it to be successful and fulfill its potential. Many people from a broad spectrum of the community contributed to this Plan and, not coincidentally, the Plan emphasizes the importance and value of collaboration and cooperation. Great things can happen when we work together. As Henry Ford said, working together *is* success.

The ongoing need for collaboration and community planning, especially in the larger regional context, is a concept that winds through this document. It touches every goal. This will not be the last community plan document for Green Valley. It is simply the next stretch of highway as we navigate toward the future.





GOAL 1: BE RESPONSIVE TO RESIDENT NEEDS

The first goal of this plan may be the most basic and the most important: meeting the needs of residents. Green Valley is a community of unique individuals, and the combination and interaction of those individuals gives Green Valley its personality, strength, and appeal. Our HOAs, organizations, businesses and volunteer groups, all are made great by tapping the resources of our residents.

Needs are different from desires, of course, and this goal addresses the fundamental essentials: public safety, availability of health care, a healthy environment, access to necessary information, reliable utility services, and supportive conditions for businesses. These are no-frills, non-negotiable, must have's. It cannot go without saying that they are necessary in order to move forward.

Also included here is an objective addressing opportunities to learn and have fun with fellow residents. As noted earlier, some objectives represent themes that run throughout the plan. The objective of educational, cultural, and recreational activities figures prominently in Goal 4, which speaks to Quality of Life. The type, extent, and quality of educational, cultural and recreational activities contribute to quality of life. The objective calling for them to be available, for them to be an inherent part of existence in Green Valley, means that they meet some very basic need.

1.1 Identify and Address Threats to Public Safety

Green Valley is proud of its high quality first-responder, public services: The Fire Department, Sheriff's Office, Border Patrol, the Sheriff's Auxiliary Volunteers, and the Green Valley Council, as well as state and local (including Sahuarita) services that all play a role. And these are just some of the groups that protect and advocate on behalf of residents—a full roster of such groups is too long to list here. Through such efforts, crime and hazards are prevented and, when necessary, addressed. There are also many groups that provide preventive services. The Safety and Health in Motion (SHiM) program, scam prevention, educational events related to health care—all of these programs and many more from a wide variety of organizations provide valuable services that contribute to public safety.

Some dangers are not always obvious. In a retirement community such as Green Valley, residents' driving abilities can be impaired for a variety of reasons, and impaired drivers present a safety issue for the whole community. Recognizing driver impairment as a threat to public safety and addressing its root causes must be a priority.

Goal 1 Objectives

- 1.1 Identify and Address Threats to Public Safety*
- 1.2 Ensure and Promote High Quality, Locally Available Health Care and Social Services*
- 1.3 Preserve Sonoran Desert Environment in Concert with Residents' Needs*
- 1.4 Ensure Adequate and Reasonably-Priced Utility Services*
- 1.5 Ensure Information Flows Freely throughout the Community*
- 1.6 Proactively and Support Business*
- 1.7 Ensure Safe and Accessible Transportation System*
- 1.8 Enhance Property Values*
- 1.9 Provide a Variety of Educational, Cultural, and Recreational Activities*
- 1.10 Continue to Determine Unmet Needs in the Community*

1.1 Moving forward...

- Recommend Green Valley residents for positions on government public safety committees, including Pima County committees and work groups with responsibility for county roads
- Enhance and strengthen existing public services and reinforce efforts to educate residents about hazards of all types
- Expand and promote scam awareness education
- Ensure pro-active protection efforts continue and are enhanced (e.g., railroad crossing safety issues and increased highway traffic)
- Promote dialogue regarding impaired drivers and seek proactive solutions

1.2 Moving forward...

- Attract more health care providers to Green Valley, especially geriatric specialists
- Acquire a same-day surgery center
- Analyze and address transportation needs and options for patients, caregivers, and families, related to health care services

1.2 Ensure and Promote High-Quality, Locally Available Health Care and Social Services

The arrival of an urgent care facility in December 2010 was a huge step toward Green Valley having adequate health care for its residents. Now in 2015, Green Valley has its own hospital, a significant achievement of the “5:15 Plan” and a critically important contribution to the community. It is a key element of an integrated health care system that must work together with the community to deliver high-quality health care for Green Valley residents.

In addition, a significant part of the Green Valley health care system is contributed by volunteer organizations, providing health care education, personal assistance, and social services. These groups offer such services usually at no cost, making health care more accessible.

1.3 Moving forward...

- Expand efforts to contain buffelgrass, a serious fire hazard that threatens homes, people, and native plants
- Increase awareness of available services to deal with danger from indigenous wildlife
- Ensure that new housing developments, while desirable, are done in concert with local, state, and federal statutes and regulations, as well as studies related to water availability and usage

1.3 Preserve Sonoran Desert Environment in Concert with Residents’ Needs

Most Green Valley residents love and cherish our Southwest desert environment. But that environment comes with dangers and threats that must be contained to protect residents *without* compromising or endangering the desert environment itself. As an example, landscape lighting must be balanced with the Dark Sky Ordinance, required by Pima County on behalf of local observatories. “Dark Skies” also enhance residents’ enjoyment of our beautiful desert nights.



1.4 Moving forward...

- Encourage solar and other renewable power sources
- Encourage and support continued development of sustainable local water utilities
- Investigate new utility options and opportunities that will help residents
- Find options for continuing the GVC Household Hazardous Waste Program

1.4 Ensure Adequate and Reasonably-Priced Utility Services

Basic utilities can easily be taken for granted, but they provide a vital infrastructure, and the loss or compromise of that infrastructure could be devastating. Reliable water, electric, gas, telephone, and even television and Internet services are fundamental to a basic standard of living and therefore must be priced reasonably.

Affordable waste removal and recycling are also part of that infrastructure and critical to a healthy environment, as is the GVC much-used Household Hazardous Waste Program.

1.5 Ensure Information Flows Freely Throughout the Community

With *Green Valley News* and KGVY radio station, among other groups and services, residents have reliable eyes and ears working on their behalf throughout the community. They also have the opportunity to give feedback and voice concerns to the community through such vehicles as *Green Valley News* Letters to the Editor, the GVC Board of Representatives and its related meetings, and various issue-specific forums. Green Valley Council is the “community voice,” and it remains residents’ best option for being heard at the county, state, and even federal levels. Through GVC, government officials are regularly represented in the community to hear feedback and concerns.

In addition, upcoming generations of Green Valley residents will be increasingly computer literate and Internet savvy. Social media is not only here to stay, it is a marketing and communication tool. To meet the needs of computer-literate residents, Green Valley will need to be aware of electronic and digital innovations and how to use them for the benefit of residents.

1.5 Moving forward...

- Increase the number of GV residents holding positions on influential regional committees and groups
- Develop robust websites that provide valuable information for residents and prospective residents
- Survey residents regarding Internet usage and needs
- Identify and take advantage of new media to promote Green Valley
- Identify new means of engaging residents in government participation

1.6 Proactively Attract and Support Business

Business delivers the products and services that fulfill basic needs for residents, and it infuses energy into the community. The level of business activity is also a basic indicator of a community’s vitality and success. Green Valley currently has many thriving businesses that provide valuable goods and services to residents. Food, clothing, gasoline, and personal service businesses are all available to one degree or another, although in some areas of the community, better access to products and services may vary. Sahuarita provides additional service options, but its distance from Green Valley may keep it from serving as the competition that could make Green Valley prices more competitive.

The business potential of the emerging Sun Corridor will have important implications for Green Valley. To help ensure that new businesses along the Corridor bring revenue and prosperity, the Green Valley community will need to be not just attentive, but also participatory in the development of the Corridor.

Incentives to encourage business development are needed in order to stimulate growth and should be investigated. On the individual level, residents are encouraged to “Shop Local” to support those businesses that support the community.

1.6 Moving forward...

- Facilitate a centralized area for shopping as well as cultural and social events that would serve as a Town Center and stimulate business
- Support an active and engaged Chamber of Commerce
- Expand the Chamber of Commerce’s GV Focus for Economic Development Plan
- Explore creative options to make new business models viable
- Redevelop dormant retail properties to new businesses

1.7 Moving forward...

- Maintain an active voice with politicians regarding the community's transportation needs
- Identify existing transportation needs, align needs with existing services, and expand services as necessary
- Increase awareness of available transportation services
- Proactively address driver impairment issues
- Identify existing transportation needs and align with volunteer organizations when possible
- Involve community representatives in regional transportation development

1.7 Ensure Safe and Accessible Transportation System

Green Valley currently has several helpful public transportation options that offer alternatives to those who prefer not to drive, are unable to drive, or who should not drive due to impairment. However, residents may not always be aware of public transportation options.

In addition, a sound infrastructure of safe roads and bridges must be maintained for driving, bicycling, and traveling by golf cart. Walkways and their safety also need to be considered as part of that infrastructure.

Transportation also includes the ability to visit family and friends living elsewhere. Tucson International Airport's efforts to expand destinations can be a valuable asset for Green Valley residents.



1.8 Moving forward...

- Engage well informed real estate brokers to promote the community
- As part of an extensive, multi-faceted marketing program, develop a robust online presence to show Green Valley in a positive and enthusiastic way
- Monitor rate of new housing to ensure that adequate resources are available to meet resident needs

1.8 Enhance Property Values

Protecting the value of investment in our homes is especially important for a senior community. Stable property values provide a needed sense of security and well-being for homeowners. Creating a vibrant community that attracts new residents is key to meeting that need.



1.9 Moving forward...

- Expand and promote opportunities for education, culture, and recreation
- Work with volunteer groups and residents to promote healthy lifestyles
- Encourage more residents to engage in community activities

1.9 Provide a Variety of Educational, Cultural, and Recreational Activities

Food and shelter are, of course, fundamental needs for the body. But the mind has basic needs as well and, to ensure those needs are met, Green Valley has a variety of educational, cultural, and recreational activities. Enhancing and expanding the availability and awareness of such activities will contribute to a vibrant and appealing community.

1.10 Continue to Determine Unmet Needs in the Community

Staying in touch with the needs of residents is necessarily an ongoing process. There are available barometers (*Green Valley News Letters to the Editor*, for example). Surveys are another, more proactive means of tapping into unmet needs. Online options and social media may facilitate future feedback. Identifying and communicating unmet needs are community-wide efforts. Every organization and group, and every individual, is encouraged to help in this important effort. Fulfilling unmet needs will lead to new and valuable services, businesses, activities—and happier residents.

1.10 Moving forward...

- Survey residents regularly in order to identify unmet needs and identify populations at risk
- Conduct town meetings for discussion of desired new services and activities
- Encourage volunteer and service groups to share plans and coordinate efforts in order to avoid duplication



Goal 2 Objectives

- 2.1 *Information Flows Freely Throughout the Community*
- 2.2 *Prove Effective Representation of Green Valley to Government*
- 2.3 *Use Resources Effectively and Efficiently*
- 2.4 *Embrace, Promote, and Enhance Volunteerism*
- 2.5 *Proactively Participate in and Promote Appropriate Economic and Other Development*
- 2.6 *Provide Education and Other Assistance Related to Residential Management of Neighborhoods*
- 2.7 *Organizational Succession Planning*
- 2.8 *Maintain Southwest Desert Character*
- 2.9 *Collaborate to Achieve a Crime- and Hazard-Free Environment*

GOAL 2: ENSURE COMMUNITY STRENGTH THROUGH COLLABORATION AND COOPERATION

Green Valley is comprised of unique individuals, and when those individuals interact with each other in groups, community becomes possible. And community strength comes from the cohesion of groups working together toward common goals. Differing opinions are a vital part of the mix, but cooperation and collaboration are the glue that holds the community together. Green Valley has an amazing number of non-profit organizations, clubs, and special interest groups, creating a vast array of activities, events, and services. Homeowners associations are a key group, as are social service organizations and activist groups. Each of these organizations plays an important role and contributes to what makes Green Valley unique.

But in part because Green Valley is unincorporated, collaboration and cooperation are especially critical if the community is to remain strong. We are a community fueled by volunteerism, a renewable resource, but one that must be cultivated to keep organizations, and hence the community, thriving. This goal speaks to the critical importance of nurturing community strength by working together and developing a unified community voice that can influence county, state, even federal officials on important issues, such as taxes, roads, and government services. A collaborative community will have happier, healthier residents.

2.1 Moving forward...

- Organizations survey and share results to identify ongoing and future projects with collaboration and/or communication
- Create robust, interlinked online resources accessible to all
- Increase collaboration among stakeholders and organizations for better representation and more opportunities for serving the community

2.1 Information Flows Freely Throughout the Community

On a very basic level, community groups and organizations must communicate effectively so that duplication of efforts and competition for resources are minimized. Homeowners associations need not reinvent the wheel when information and “lessons learned” from similar groups can be shared. Government groups will be much more responsive and effective when working directly with organizations representing residents. By partnering and sharing information, such as CC&Rs, policies, meeting minutes, strategic plans, and solutions to homeowner issues, or through cross pollination of governing boards, groups can achieve even more success and make Green Valley even stronger.

2.2 Provide Effective Representation of Green Valley to Government

As an unincorporated community, Green Valley must make extra efforts to ensure its voice is heard among all governmental bodies at all levels, including county, state, regional, and federal. Issues include street repairs and poor road conditions as well as the need for ongoing advocacy to keep Green Valley tax dollars, to the maximum extent possible, in Green Valley. Monitoring and communicating taxpayers' concerns will be more effective as a collaborative activity.



2.3 Use Resources Effectively and Efficiently

All resources are limited—human and natural—so getting the most from those resources through collaboration can contribute to a more successful community. Maximizing human resources through collaboration means minimizing unnecessary redundancy and ensuring the right person is in the right job in the right organization. Collaboration among organizations can also create a stronger, more unified voice in representation to governing bodies. Natural resources must also be managed so that the community can meet the needs of future residents (e.g., use of non-potable water for irrigation). While individual residents are usually thoughtful about how they use natural resources, the most effective efforts will be coordinated community efforts.

2.4 Embrace, Promote, and Enhance Volunteerism

Green Valley is fortunate to have a large altruistic population that is willing to give time and expertise for the betterment of the community. But volunteerism comes with certain risks, as well. With few or no financial incentives to attract and retain volunteers, organizations dependent on volunteers are susceptible to high turnover and inconsistent performance. And there is, to a certain extent, competition for volunteers. If volunteers constitute the Green Valley work force, organizations will need to raise awareness and appreciation of volunteerism as an essential community resource.

2.2 Moving Forward...

- Expand Green Valley representation on Pima County committees and other government agency groups
- Maintain a single organization to represent Green Valley community interests and priorities to governmental bodies
- Closely monitor legislative/regulatory/tax actions and court decisions, taking action on those affecting Green Valley priorities and resources

2.3 Moving forward...

- Explore opportunities for thoughtful, logical integration of services
- Combine and coordinate community advocacy efforts

2.4 Moving forward...

- Enhance volunteer appreciation events and expand recognition options
- Provide continuing education to volunteer organizations specific to training, developing, and managing a volunteer workforce
- Expand visibility of volunteer opportunities and rewards
- Develop effective training options so volunteers understand the value of their contribution and their responsibilities to the organization

2.5 Moving forward...

- Review community boundaries every two years to prevent encroachment and take advantage of opportunities for additional development
- Encourage residents and businesses to buy locally
- Actively encourage Green Valley representation on or communication with all groups working on regional economic development
- Market Green Valley as a tourist/resort destination



2.6 Moving forward...

- Develop and promote more educational activities for neighborhoods management volunteers
- Facilitate interaction and intercommunication among related groups to share experiences and expertise
- Expand advocacy on behalf of HOAs and neighborhood management groups to ensure that their concerns are noted among government decision makers

2.5 Proactively Participate in and Promote Appropriate Economic and Other Development

To foster a vibrant community and protect property values, a thriving economic environment is needed in Green Valley. Various initiatives, such as the revitalization of the Historic Canoa Ranch, are well underway and represent good progress in the right direction. Green Valley organizations must maintain working relationships with all regional economic development efforts so there can be a means to discuss creative ideas and create strength in numbers in representing the community. In addition, Green Valley must be at the table for any regionally integrated Sun Corridor plan development. The Tourism Council, Corporate Partner Program, and Chamber of Commerce must all play key roles in tapping Green Valley's economic potential. These groups can also help influence local businesses to prevent disheveled properties. The Chamber also has a role in representing the needs of existing businesses and coordinating effective responses.

Another avenue to economic development for Green Valley is through active participation in a regionally integrated economic plan. The growth and expansion of Sahuarita, development of the Sun Corridor, including plan for connection to the proposed Interstate 11, CAP water ventures, and Farmers Investment Company (FICO) projects all will impact Green Valley. Representation on various committees and work groups for these efforts will benefit our community.

2.6 Provide Education and Other Assistance Related to Residential Management of Neighborhoods

Neighborhood organizations, including HOAs, are among the most important volunteer organizations in the community, and there is a wealth of information throughout Green Valley to support them. For example, "lessons learned" can be shared among neighborhood organizations, and GVC has a variety of educational offerings. Increased collaboration and cooperation among these groups and other related organizations would benefit all neighborhood groups and their leadership.

The vast majority of Green Valley's 100+ volunteer organizations focus on individuals. Green Valley Council is unique in that it represents all residents as an organization of homeowners associations. In support of HOAs, and at the same time helping them serve their residents better, GVC offers an array of valuable services, including conflict mediation, a preferred vendor program, and educational activities such as HOA leadership. GVC provides a means for HOAs to collaborate toward common goals and solve problems together.

2.7 Organizational Succession Planning

Volunteer management is by nature changeable. To ensure work gets done in spite of turnover, every organization needs a clearly defined succession plan that maintains institutional memory and continued work output in spite of changes.

2.7 Moving forward...

- Encourage each organization to develop a deep bench of cross-trained volunteers
- Create a shared library of documents for ready reference by newly installed volunteer leaders

2.8 Maintain Southwest Desert Character

The desert landscape is part of how we define our community, and maintaining its character is something we do best together. One of the most impressive examples is Median Green, a collaborative project that beautifies our boulevards and enhances our sense of community. In planning for future growth and development, thoughtful collaboration among residents, businesses, organizations, and developers on how best to maintain the Southwest desert character is important.



2.8 Moving forward...

- Collaborate with the Chamber of Commerce and Pima County to identify solutions to vacant or dilapidated buildings and dormant golf courses
- Continue and expand Green Valley representation on related Pima County committees and work groups
- Encourage consistent architectural standards
- Preserve desert open spaces in planning new development

2.9 Collaborate to Achieve a Crime- and Hazard-Free Environment

Green Valley has impressive front-line defenses through the Sheriff's Department, Sheriff's Auxiliary Volunteers, Fire Department, Border Patrol, neighborhood watch programs, and more. Continued communication, collaboration, and cooperation among these groups are critical to creating the safest community possible.



2.9 Moving forward...

- Identify and facilitate additional opportunities for collaboration among public safety groups
- Expand educational offerings for HOAs regarding crime and hazard prevention
- Enhance communication to increase awareness of all available services and capabilities

GOAL 3: INSTILL PRIDE AND COMMITMENT IN GREEN VALLEY COMMUNITY

Goal 3 Objectives

- 3.1 *Promote Green Valley as a Premier Place to Live and Play*
- 3.2 *Embrace Volunteerism as an Essential and Unique Aspect of Life in Green Valley*
- 3.3 *Welcome Diverse Populations*
- 3.4 *Safeguard, Preserve, and Promote the Sonoran Desert*
- 3.5 *Promote Green Valley as a "Destination" in the Sun Corridor*

Several years ago, "Green Valley Is My Home" signs were a common sight among permanent residents and seasonal residents alike. Those signs captured a community spirit of pride and commitment that could be heard in residents' voices. And those voices made a difference. Ask a Green Valley resident how he or she got here, and chances are you will hear a story that starts with a friend or relative extolling all that our community has to offer. Green Valley has considerable 'bragging rights,' and enthusiasm can be contagious. It is in the best interest for the entire community that such enthusiasm be nurtured.

3.1 Promote Green Valley as a Premier Place to Live and Play

Green Valley is a beautiful place to live with an enviable climate, including an average of 284 days with sun. We have embraced our natural desert environment and enhanced it with programs that have transformed areas throughout our community into desert gardens. In addition to the beauty around us, Green Valley also enjoys a wealth of community-wide happenings, including a variety of sports activities, neighborhood events, health fairs, art fairs, farmers markets, entertainment options, and much more. Organizations such as Green Valley Recreation, Pima County Community College, Osher Lifelong Learning Institute, Green Valley Council, and special interest groups provide lectures, classes, and other educational opportunities. There are also many religious denominations that offer programs and activities for their members and others. With even a little initiative, one need never be bored or feel alone in Green Valley.

To take advantage of all these opportunities, however, residents must know about them and talk about them. There are various ways to get the word out. In addition to the local newspaper and radio station, many organizations have helpful websites and/or e-newsletters—even a growing social media presence. All of these communications efforts contribute to an awareness that encourages participation, generates enthusiasm, and ultimately instills community pride.

3.1 Moving forward...

- Increase online and social media presence for Green Valley
- Develop community orientation programs
- Develop and distribute new resident information resources
- Continue and heighten campaigns for community awareness
- Link/consolidate all community calendars

3.2 Embrace Volunteerism as an Essential and Unique Aspect of Life in Green Valley

To volunteer enthusiastically and with dedication within the community, one must feel a sense of commitment to that community. Today, Green Valley's more than 100 volunteer organizations contribute significantly to many of the community's accomplishments, improving the lives of all residents. Like Shakespeare's mercy, volunteering is "twice-blessed: it blesses him that gives and him that takes."

3.2 Moving forward...

- Develop programs to recruit and train volunteers
- Develop new ways to recognize and reward volunteers
- Promote and better utilize the Green Valley/Sahuarita Volunteer Clearinghouse

Volunteers help others, while they, themselves, gain a sense of satisfaction that does not come automatically with a paycheck. Volunteering provides a means to personal recognition, although more recognition of volunteers' contributions is needed. And the best advertising for new volunteers is happy, successful volunteers. But there are ongoing challenges: matching volunteers appropriately to available opportunities and ensuring an adequate supply of volunteers to meet organizations' needs are two examples.



3.3 Welcome Diverse Populations

Green Valley residents represent and welcome a diverse population of ethnicities, educational backgrounds, socioeconomic levels, religious denominations, and sexual orientations. Residents have been known to say with pride, "Where you came from doesn't matter; everyone here is on the same level in Green Valley." Part of the evidence for that is the wide array of activities open to all.



3.3 Moving forward...

- Increase the number of free activities for all to include those with limited incomes
- Encourage tolerance; discourage prejudicial attitudes
- Encourage promotional materials to show a welcoming, diverse population
- Foster more leveling opportunities, such as newcomer groups, in which residents can come together without consideration of differences

3.4 Safeguard, Preserve, and Promote the Sonoran Desert

Green Valley is situated in the beautiful Sonoran Desert with stunning views of the ever-changing Santa Rita Mountains. That unique beauty creates a strong pride of place and a pervasive protective attitude toward our desert environment. Homeowners associations have rules/guidelines regarding architectural standards, designed specifically to blend in with and enhance the natural beauty of Green Valley. Residents' homes reflect the Southwest palette, its themes, and even its history. And active efforts exist to protect this environment—and our pride of place—by keeping a keen eye on water issues and buffelgrass containment, ensuring dark sky awareness, and seeking ways to cohabitate with wildlife unique to southern Arizona as much as possible.

3.4 Moving forward...

- Expand active desert oversight to preserve indigenous plants and wildlife
- Actively promote inclusion of Green Valley residents among representatives or observers on county and state boards that affect the local environment
- Continue and expand educational offerings related to environment issues

3.5 Moving forward...

- Increase participation of Green Valley residents in economic development activities and decisions
- Actively reach out to new business
- Promote Green Valley as a desirable destination for commerce, residents, tourists, and desert enjoyment
- Maintain focus on an educated populace

3.5 Promote Green Valley as a “Destination” in the Sun Corridor

If Green Valley is to grow as a community, it will need more than the enthusiastic word-of-mouth support from residents. It will need a thriving economic environment that makes the area attractive to businesses, tourists, and future residents. Plans to enhance the Canada-to-Mexico connection with Interstate 10 through the Transportation and Trade Alliance (TTCA) and the proposed I-11 and Intermountain West Corridor offer opportunities for Green Valley to enhance its appeal to all of these markets. Madera Canyon, the Historic Canoa Ranch, biking routes, bird-watching opportunities, golf, and sports venues already appeal to tourists and future residents. That said, the current business community is not sufficiently thriving, and the Sun Corridor development has the potential to revitalize the business atmosphere. Green Valley must be sure that it has an active voice in the area development of this Corridor to maximize the potential opportunities for new business and growth it can offer, and protect the community from any unwanted developments that could adversely impact residents and local businesses.



GOAL 4: PROVIDE AN ENVIRONMENT THAT ALLOWS INDIVIDUALS TO ACHIEVE THEIR DESIRED QUALITY OF LIFE

Quality of life: the term is difficult to define. And it means different things to different people. So how to provide for and improve something that is so subjective and indefinable? Perhaps, like other difficult-to-define concepts, quality of life is something we recognize when we see it. Ultimately, every person must define quality of life for him or herself, and the community is charged with facilitating, as much as possible, an environment that allows its current and future residents to achieve that desired quality of life.

Not surprisingly, many of the objectives for this goal have been mentioned in conjunction with the previous three goals. Everything in this plan comes together toward—and is a part of—quality of life. And while it is true of all goals, it is especially true for this particular goal that we can never do enough. It is a moving target that can never be taken for granted. Fortunately, Green Valley is inherently in tune with the quality of life concept and contributes much to residents' quality of life already. But providing a Green Valley that allows individuals to achieve their desired quality of life is an ongoing process—one that will take considerable effort.

4.1 Welcome Diverse Populations

A sense of belonging is, for many, a basic need. Green Valley has a diverse population, representing residents from a wide variety of ethnicities, religions, and economic backgrounds, and all are welcome to participate in community life. And the wealth of talents and interesting personal histories is clearly inexhaustible as *Green Valley News* articles demonstrate. Newcomer-type groups are in place to help new residents adapt to their homes and gain that sense of belonging. Green Valley is—and continues to strive to be—an inclusive community, welcoming to all.

4.2 Create and Maintain a Sense of Security, Personal Safety, and Well-Being

Green Valley has strong front-line defenses that are all invaluable to our sense of security. In addition, personal health is a huge component of quality of life, and Green Valley has seen great strides in this area over the past several years. There is an abundance of social service programs and volunteer assistance organizations, as well as frequent free lectures on health issues. And as noted in Objective 1.2, the existence of the Green Valley Hospital contributes to a personal sense of well-being. Maintaining all of these initiatives and programs takes a huge community-wide effort—an effort made more challenging by the relentless need to address new quality of life demands. Much still needs to be done.

Goal 4 Objectives

- 4.1 Welcome Diverse Populations
- 4.2 Create and Maintain a Sense of Security, Personal Safety, and Well-Being
- 4.3 Provide a Wide Variety of Educational, Cultural, and Recreational Activities
- 4.4 Enjoy the Sonoran Desert
- 4.5 Celebrate and Embrace Volunteerism
- 4.6 Create and Revitalize Gathering Places that Contribute to a Sense of Community
- 4.7 Create, Enhance, and Promote Local and Regional Transportation Options
- 4.8 Focus on and Engage in Long-Term Development of the Sun Corridor
- 4.9 Promote Awareness of Quality of Life Activities and Opportunities

4.1 Moving forward...

- Identify and fulfill the diverse needs of Green Valley's current and future residents
- Support tolerance; discourage prejudicial attitudes

4.2 Moving forward...

- Ensure resident-needs surveys address medical and safety needs pertaining to quality of life issues
- Evaluate survey results to identify and implement potential new programs
- Support and promote the new hospital within our community
- Expand education regarding health, safety, and environmental threat issues

4.3 Moving forward...

- Determine and address changing educational and recreational needs of the community
- Increase awareness of educational, cultural, and recreational opportunities

4.3 Provide a Wide Variety of Educational, Cultural, and Recreational Activities

If safety and health are the foundations of a desirable quality of life, educational, cultural, and recreational activities are the value-added benefits that provide personal quality of life and, at the same time, create social bonds. Such activities contribute to cognitive growth and, some research says, mental well-being. Because they are done primarily in social settings—classes, “rec” centers, clubs, and art fairs, as examples—these activities also help establish a sense of community, a sense of belonging.

Green Valley also sports a wide variety of active lifestyle activities that can be done in groups or individually. These too provide options that contribute to a desired quality of life.

4.4 Moving forward...

- Continue to monitor, report, and address any potential threats to the desert environment
- Encourage desert beautification programs
- Maintain aesthetic standards for the community
- Educate residents about natural wonders and desert dangers

4.4 Enjoy the Sonoran Desert

Surely everyone can agree that a glorious sunrise over the Santa Ritas and those beautiful pink mountains at sunset contribute significantly to our quality of life in Green Valley. The desert environment must be protected to preserve its beauty and serenity. But the desert must be monitored, because it also holds potential for harm. We preserve its beauty through road litter patrols and by protecting flora and fauna.

Achieving balance will ensure that we can all continue to enjoy the Sonoran Desert well into the future.

4.5 Moving forward...

- Develop effective training options so volunteers understand the value of their contributions and their responsibilities to their organizations
- Identify and implement ways to promote the personal value of volunteering
- Recognize and honor volunteers publicly and enthusiastically

4.5 Celebrate and Embrace Volunteerism

As noted earlier, volunteerism is “twice blessed”—once for the volunteer and once for the recipient. Residents build self-worth and continue to make meaningful contributions in retirement by volunteering through any number of options. Those on the receiving side of volunteer efforts reap benefits with little or no cost. Volunteer efforts in Green Valley are many and varied. There are those efforts that provide needed services, such as a ride to a doctor’s appointment, help with needed food, or companionship. Some volunteer efforts contribute to educational events, while others connect people and pets. Everyone who is touched by volunteerism—the volunteers and the recipients—benefits from that human connection and enjoys an enhanced quality of life.

Green Valley offers paid employment opportunities, but our community is, to a large extent, run by volunteer efforts. And for all its benefits, volunteering takes commitment and hard work. Those who volunteer, especially those who give so much of their time, deserve the recognition and thanks of the community. They fill an important need and contribute, probably more than they know, to the well-being of the community.

4.6 Create and Revitalize Gathering Places That Contribute to a Sense of Community

There are many different types of gathering places: coffee shops, restaurants, parks, town squares, churches, libraries, even grocery and retail stores. Whatever the type, gathering places are an important part of building social capital, that connectedness among people in a community, which in turn can contribute to an individual's quality of life. As people gather and connect, they learn more about the community, ideas are exchanged, and innovation can occur. Quality of life is enhanced as friends have coffee, groups meet to discuss projects or books or shared interests, and newcomers find new friends on a golf course. Gathering places can also contribute to the community's economic vitality.

4.6 Moving forward...

- Actively pursue retail and personal service enterprises to locate in Green Valley
- Promote events at gathering places to increase resident participation
- Solicit desired enterprises to locate in Green Valley
- Revitalize existing gathering places, as needed

4.7 Create, Enhance, and Promote Local and Regional Transportation Options

All the wonderful opportunities in Green Valley can be compromised if they are not easily accessible. Transportation options do exist. Sun Tran can take residents from as far south as Continental Plaza into Tucson and other locations. Trips to Trader Joe's in Tucson and the Pima County Book Fair are available through local volunteer organizations. Heightening awareness of these options will improve accessibility. Air transportation in Tucson offers fewer destination options since the economic downturn, and residents are sometimes faced with driving to Phoenix to find an affordable flight. Easy, affordable, and convenient mobility can be a significant factor to quality of life. Many have cars, yes, but some older residents are reluctant or unable to drive long distances or at night. And those with potential driving impairments may continue to drive against their own better judgment because there are not readily available or known options.

4.7 Moving forward...

- Promote Tucson International Airport over Phoenix Sky Harbor International Airport
- Create additional local and regional transportation options
- Maintain road infrastructure
- Promote and market existing transportation alternatives



4.8 Moving forward...

- Encourage Green Valley's active participation on all Sun Corridor-related committees and work groups
- Establish collaborative work groups to proactively address Sun Corridor potential development and mitigate negative impacts

4.8 Focus on and Engage in Long-Term Development of the Sun Corridor

Development of the Sun Corridor along I-19 holds great potential for the economic vitality of Green Valley, and economic vitality means more options and opportunities for residents, which can contribute to a better quality of life. However, further development may also bring more trucks and noise, which would not enhance quality of life. Green Valley's proactive involvement in both local and regional development is one important way, if not the only way, to ensure that the benefits outweigh the potential detriments of Sun Corridor development for our community.

4.9 Moving forward...

- Develop robust online sources for community information
- Promote existing information resources
- Develop educational activities to encourage new online communication efforts

4.9 Promote Awareness of Quality of Life Activities and Opportunities

Green Valley has an effective existing network for promotion of community activities. The local newspaper and radio station are accessible and full of useful information. But more is always better when it comes to communication, and as future generations start to retire, they will look for a strong online presence as a source for information.



In Conclusion

The Green Valley Council Community Plan Steering Committee appreciates the opportunity to have worked on this important effort and again thanks all those who contributed directly and indirectly.

Any questions about the plan or requests for further information can be directed to the Chair, GVC Community Plan Steering Committee, in care of:

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RESOLUTION 2015-_____

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF PIMA COUNTY,
ARIZONA, RELATING TO PLANNING; ACCEPTING THE GREEN VALLEY
COMMUNITY PLAN: ROADMAP TO 2025.**

IT IS RESOLVED BY THE BOARD OF SUPERVISORS OF PIMA COUNTY, ARIZONA
AS FOLLOWS:

Section 1. The Green Valley Council Board of Representatives adopted Green Valley Community Plan: Roadmap to 2025, which is attached, be and hereby is recognized and accepted, and that its goals and objectives serve as guidelines in moving the community of Green Valley forward over the next ten years.

Section 2. The Green Valley Council's Community Plan is not an ordinance or regulation but shall be deemed guidelines to be used by the Board of Supervisors at the time of rezoning cases, adoption of specific plans, ordinances or any other legislative action.

Section 3. Pima County staff is directed to incorporate the plan's goals and objectives, as may be appropriate, in the development review and other processes of the county, and to continue to work with the Green Valley Council and its committees toward their implementation of the goals and objectives.

Passed and adopted, this _____ day of _____, 2015.

Chair, Pima County Board of Supervisors

ATTEST:

Clerk of the Board

APPROVED:



Executive Secretary
Planning and Zoning Commission

APPROVED AS TO FORM:



Deputy County Attorney
Lesley M. Lukach