**City of Valparaiso Strategic Planning Committee**

**Vision Statement:**

The City of Valparaiso, Florida, recognizing the on-going need for change and progress while retaining small town values, will be a safe, diverse, economically sustainable destination community that is a great place to visit, live, work and do business.

**Mission Statement:**

The mission of the City of Valparaiso’s Economic Development Organization is to effectively implement an ongoing, comprehensive economic development program that will create and maintain a diverse, sustainable economy, high quality of life, high-value jobs, stable and broadly distributed tax base, business friendly environment, and a family-friendly, neighborhood atmosphere.

**Guiding Principles/Core Values**

* ***Small town atmosphere****.* Safety, security, a sense of place, family-friendliness, and warm, friendly attitudes are high priorities.
* ***Good stewardship****.* Protecting, sustaining, and responsibly using the City’s natural resources and environment are high priorities.
* ***Respect for history****.* Retaining the historical significance of the City and honoring the legacy of its founder are high priorities.
* ***Economic Diversity.***Achieving an appropriate mix of business types and providing for different socio-economic levels are high priorities (e.g. both upscale and affordable housing opportunities for residents).
* ***Neighborhood Feel****.* Mixed-use, pedestrian-friendly development that allows for walking and bicycling and includes sidewalks, parks, and common space is a high priority.
* ***Recreation and Leisure Opportunities.*** A diverse range of parks, ball fields, and other recreation and leisure facilities is a high priority.
* ***Architecturally Consistency****.* Buildings and landscapes should grow out of a consistent architectural theme that respects local history but enables well-planned, well-managed economic growth.
* ***Sustainability****.* Economic development projects that have the highest potential for long-term sustainability will have the highest priority.
* ***Distributed Tax Base****.* Economic development projects that have the highest potential for increasing the City revenue base without increasing the taxes of individual citizens will have the highest priority.

**Broad Strategic Goals**

  Revitalize the City of Valparaiso and develop its capacity to support development.

* 1. Hire consultants to conduct economic analysis, marketing analysis and feasibility studies. These will be the blueprint for decision making.
  2. Provide the physical infrastructure necessary to support development. (i.e. repair, upgrade and create additional capabilities with regards to water, sewer, power, roads, curbing, internet, etc.).
  3. Explore purchasing land  for development.
  4. Map out currently available sites and work with land owners to develop in conjunction with economic development goals. (Map land assets and create database).
  5. Attract new developers to Valparaiso.
  6. Take inventory of current conditions and develop a rehab plan making the most densely planned area of the John Simms corridor the highest priority.
  7. Develop a financing plan to spread the burden of paying for infra-structure enhancements among residents, businesses, and developers.

1. Establish a business friendly environment.
   1. Develop and approve appropriate codes and zoning ordinances to support development.
   2. Streamline the permitting and licensing process.
   3. Develop and economic development section for the city website.
   4. Establish and maintain a business retention and expansion program.
   5. Develop and use incentives.
   6. Explore and apply for enterprise zone designation.
2. Develop and approve appropriate codes and zoning ordinances to support economic development.

a. Implement *SmartCode v9.2* after it is professionally calibrated based on a charrette-born NU comprehensive plan.

b. Revamp zoning and FLUM in response to a planning charrette to reflect the desired outcome.

1. Establish appropriate conceptual and master planning guidelines for development (e.g. architectural theme, new urbanism, etc.).

a. Gain leadership buy-in to New Urbanist principles for redevelopment.

b. Obtain financial resources (grant, capital campaign, etc) for and hold a planning charrette for the purpose of creating a redevelopment plan based on NU principles.

c. Develop an architectural pattern book and implement architectural code for the City.

1. Streamline the permitting process for development.

a. Develop a two-track system which allows buildings and projects that fit the charrette-born NU comprehensive plan to be approved at city staff level.

b. Keep the current permitting and approval system intact to discourage non-conforming requests.

1. Attract high wage employers with emphasis on DOD contractors.
   1. Join FGNW and work with them to develop contacts for businesses relocating and existing businesses with expansion plans.
   2. Develop and implement marketing plan for the City of Valparaiso.
   3. Use Claritas website/software for marketing efforts.
   4. Attract retail and restaurants to create an appeal of location for companies locating in Valparaiso and for residents moving into the area seeking employment.
   5. Revitalize neighborhoods aesthetically but with an emphasis on creating quality attainable housing.
2. Develop conceptual and master plans for development.
   1. Based on studies, decide mix of and envision what the retail/commercial and office components will look like and where they will be located.
   2. Develop physical drawings.
3. Establish broad-based community support for economic development goals and plans.
   1. Develop internal marketing plan based on quality of life and more importantly maintaining and improving services without having to increase the tax burden for residents.

Establish neighborhood groups.

Work with local officials, Eglin AFB and major utilities.

Work with educational facilities and workforce organizations.

Work with economic development organizations.

Hold a planning charrette to gain large-scale buy-in and involvement of the citizens and to develop community-initiated solutions to the problems facing redevelopment.

Implement a series of educational presentations on the need for redevelopment and NU principles – obtain leadership support and promotion.

Encourage an organized citizen initiative which will work for NU redevelopment.

1. Establish a base of third-party, non-tax funding to support economic development.
2. Explore and apply for grants from State and Federal Government resources as well as economic development sources.
3. Explore loans from SBA.
4. Apply for status as an Enterprise Zone.
5. As soon as possible, source and apply for grants for the following: a planning charrette, infrastructure rehab, retail/office feasibility study, sidewalks.
6. Work with local banks to develop effective financing options for potential developers.
7. Develop a capitol campaign as necessary to fund all or part of various initiatives.
8. Establish an entity/individual/unit with responsibility to carry out the economic development mission.
   1. Procure funding for entity.
   2. Hire full-time director.
   3. Structure entity.
9. Establish a positive working relationship with Eglin AFB.
10. Conduct various types of analyses for the purpose of gathering data to attract developers and businesses and convince them of the viability of the Economic Development Plan.
    1. Source grant money and consultants for studies.
    2. Contract a consulting firm to conduct feasibility and retail/office space market studies.