

# Strategic Plan



**Valparaiso Florida**

**9 February 2015**

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## Visioning Committee Members

### Chairman

Derek Hoffnung

### Members

Les Chambers

Joe Cobb

Terri Fedonczak

Stephan Knappstein, DMV

Ed Milton, PhD

We, the above named members of the Valparaiso Florida Visioning Committee do hereby submit our Strategic Plan to the Valparaiso Florida City Commissioners on 9 February 2015.



Derek Hoffnung  
Chairman

A special thanks goes to our past Chairwoman Dr. Jill White. Without her guidance and research, this project would be another year from completion.



FRESH AND SALTWATER SPORTS  
ON CHOCTAWHATCHEE BAY



HOME OF  
EGLIN AIR FORCE BASE

**CITY OF VALPARAISO**  
465 VALPARAISO PARKWAY • (850) 729-5402  
VALPARAISO, FLORIDA 32580

October 15, 2012

At our last board meeting, the Board of Commissioners affirmed the launch of a strategic planning process for the City of Valparaiso. This endeavor will serve to bring our community together to discuss Valparaiso's future with the idea of extending our proud tradition of providing our citizens with a rich and robust residential experience while at the same time continuing to recruit and support a diverse business mix for our city.

This new planning effort follows naturally from work that has been performed in the past. In 2010 Mr. David Goetsch submitted a draft of a strategic plan for the city completed on behalf of the Economic Development Council of Okaloosa County (EDC). The city initiated a charter review with recommendations from the Institute of Senior Professionals in 2010 designed to give insight into the form of our government as we move into the future. The EDC provided a military workforce analysis in June of 2011 as a planning tool for key economic sectors poised for growth in our area. All these resources are part of the process of examining our existing resources and aspirations as we attempt to define and move our city forward.

Over the next couple of months we need to talk and listen to our business leaders, our residents and key individuals from various organizations that have pertinent information to contribute to our efforts. All of these important conversations will inform and guide the work we are beginning.

Today, we are positioned to chart a future that takes into account the societal trends most likely to influence the direction of our city. These trends include the forces that daily increase the interconnectedness of our communities—the unprecedented pace of technological change; imaginative, new ways of creating knowledge and of rethinking our processes; the threats and challenges we confront as we aim to make sustainable decisions; and a world that is rapidly altering, expanding, or even eliminating the boundaries of our existence.

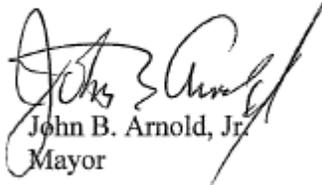
With that said, this letter will serve as your personal invitation in joining us as an innovator to share your vision of Valparaiso twenty years into the future. This is your opportunity to continue our proud history and to work to continue the deep commitment of our heritage and values that

*"Home of the World's Largest Air Force Installation, Eglin Air Force Base, Florida"*

have served to define our mission and traditions. However, at the same time you must be willingly to embrace bold thinking as we encounter the inevitable need to make difficult choices among competing options. I know that it is our shared aspiration to provide an outstanding residential and business environment in the City of Valparaiso. Just as I know that it is our shared vision to provide an outstanding atmosphere conducive for our city to grow and prosper.

We are scheduling the initial meeting of this committee on November 19, 2012 at 6:00 P.M. in the City Commission Chambers. Please contact Tammy Johnson or Carl Scott at 729-5402 to confirm/decline your acceptance to serve on this vital committee. Thank you for your attention to this letter and for the future role you will play in our planning process. I look forward to working with you.

Sincerely,



John B. Arnold, Jr.  
Mayor

## **Executive Summary**

The Visioning Committee met monthly over the past two years to work on a Strategic Plan that would lead our city into the future with a purpose. We tried to imagine all the areas we could affect to bring peace, beauty and prosperity to our community.

We looked at many areas where we could make improvements. These included improvements in recreational facilities, commercial and residential beautification, surrounding community relations, cultural opportunities, economic development, city services, technological advances, diversifying housing, providing for our elderly community members, encouraging shopping appeal, establish economic stability, and attract tourism. To support these improvement ideas, we created eighteen goals and fifty-four action items.

It is our hope that the city Commissioners and Planners will endeavor to undertake all our suggestions in the pursuit of the dream we have for a better “Vale of Paradise”.

## **Vision & Mission Statement**

### **VISION**

*Valparaiso: An inviting, safe and prosperous community where people, live, work and enjoy life.*

### **MISSION**

*To enhance the vitality and quality of life for all in the Valparaiso Community.*

## **Goals and Action Statements**

### **Goal I**

#### **Provide quality recreational facilities for community use.**

- A. By 1 July 2015, the city shall complete an inspection survey of all City of Valparaiso public parks and recreation areas, listing deficiencies and maintenance needs.
- B. By 1 September 2015, the city shall complete and/or update a plan for remediation of the items identified in the survey described in I(A), including targeted completion dates, budget, and responsible department/persons.
- C. By 1 January 2016, the city shall complete periodic inspections and a repair / maintenance plan for all city parks and recreation areas.
- D. By 1 September 2015, the city shall research the need for and feasibility of adding targeted recreational facilities (e.g. marina, tennis courts, putting green, multi-activity sites, etc.)
- E. By 1 April 2015, the city shall revise/update the Valparaiso.org website to better highlight parks and recreational opportunities (e.g. location maps, descriptions, photos, access hours, park rules, etc.)

### **Goal II**

#### **Support and encourage the beautification of commercial and residential neighborhoods, thoroughfares, and public spaces.**

- A. By 1 October 2015, the city shall develop and implement an ongoing and systematic plan to identify and apply for public and private grants in support of beautification efforts.
- B. By 1 October 2015, the city shall review and update city codes related to clean and attractive property.
- C. By 1 April 2015, the city shall develop and implement an ongoing system of incentives to encourage beautification of commercial and residential neighborhoods.
- D. By 1 April 2015, the city shall develop and implement a schedule of ongoing community beautification events/activities.
- E. By 1 September 2015, the city shall revise/update the Valparaiso.org website to include a "Resources for Residents" section that includes FAQs, resources, and ideas related to residential beautification.

- F. By 1 September 2015, the city shall revise/update the Valparaiso.org website to include a “Resources for Businesses” section that includes FAQs, resources, and ideas related to commercial beautification.
- G. By 1 January 2016, the city shall develop and implement a plan to sustain and cultivate public green spaces through environmentally friendly and indigenous plantings, replacing invasive species as appropriate.
- H. By 1 October 2017, the city shall develop and implement a plan to repair, replace, and/or update city signage.
- I. By 1 July 2015, the city shall adopt a “motto” or “tag line” reflective, in part, of its inviting parks and physical environment.
- J. By 1 October 2015, the city shall consider creating a standing committee whose mission is to support and encourage city-wide beautification.

### **Goal III**

#### **Enhance collaboration and promote common interests between the city and surrounding communities, including Eglin Air Force Base.**

- A. By 1 March 2015, the city will appoint a commissioner to regularly attend Niceville City Council meetings to foster cooperation and mutual benefit.

### **Goal IV**

#### **Provide a variety of cultural and entertainment opportunities reflective of the interests of the community.**

- A. By 1 October 2015, the city shall consider creating a standing committee whose mission is to support and encourage city-wide cultural and entertainment activities.
- B. By 1 August 2015, the city shall consider partnering with NWFSC, UWF, the County School District and/or other appropriate institution to create an annual Arts and Crafts Festival held in Valparaiso.

### **Goal V**

#### **Foster economic development commensurate with the nature and vision of the city.**

- A. By 1 July 2015, the city shall develop and implement a regular, periodic business satisfaction survey and/or open forum from which to draw ideas and trends that help to ensure the retention of current business and industry.

- B. By 1 September 2015, the city shall consider utilizing an outside consultant to conduct a workshop regarding the role of elected officials and community leaders in supporting business.
- C. By 1 September 2015, the city shall appoint and convene an economic development planning group with the task of updating and revising current economic development plans to address issues such as: a) a local definition of economic development and economic base, b) entrepreneurial support strategies, c) retention of existing businesses, d) adaptive reuse of vacant facilities, e) availability of capital, f) workforce development, g) development incentives, and h) related issues.
- D. By 1 September 2016, the city shall add an economic development section to the Valparaiso.org website reflective of the nature and goals established in Goal V(C) above, including.
- E. By 1 July 2015, the city shall review and revise the city motto and/or economic development “tag lines” to reflect the city’s character and vision (e.g. “Small town feel, high tech appeal;” Valparaiso: city of parks, vibrant old-world charm, and birthplace of Eglin Air Force Base”). (See Goal II, Item I).
- F. By 1 July 2015, the city shall actively solicit businesses like a call center and an assisted living facility to move to our town.

## **Goal VI**

### **Provide efficient and effective city government.**

- A. By 1 April 2015, the city shall implement an electronic suggestion box to collect community ideas via the city web site.

## **Goal VII**

### **Establish and maintain a sound fiscal base from which to maintain and grow city services and pursue future opportunities.**

- A. By 1 January 2016, the city shall develop a financing plan to spread the burden of paying for infrastructure enhancements among residents, businesses, and developers.
- B. By 1 June 2015, the city shall pursue options for obtaining the services of a grant writer. (e.g. partnering personnel cost with Niceville, NWFSC, etc.)
- C. By 1 September 2015, the city shall develop specific goals to guide budget development (e.g. “Personnel costs shall not exceed X% of expenditures; “The annual contingency fund shall be at least X% of recurring revenues;” “Decisions regarding the sale or acquisition of capital assets shall include consideration of a net present value analysis of the transaction.”)

## **Goal VIII**

### **Anticipate and prepare for a technologically advanced society.**

- A. By 1 December 2015, the city shall move communication services to digital services.
- B. By 1 July 2016, the city shall re-examine partnering with other entities for greater internet and cable service capacity.
- C. By 1 December 2015, the city shall create plans to upgrade city equipment with modern technology.
- D. By 1 September 2015, the city shall establish a more interactive use of the city website to provide city services and engage with the public.
- E. By 1 June 2015, the city shall provide free WiFi hotspots at the Farmers Market, Friday Fest, 4<sup>th</sup> of July event, etc.

## **Goal IX**

### **Anticipate and seek sustainable approaches to the city environment and services.**

The city will implement the following best practices when practical:

- A. Pursue “green” technologies
- B. Encourage solar energy and install solar cells to all city government facilities.
- C. Provide incentives for builders/businesses to incorporate “green” practices.
- D. Acquire more efficient city equipment.
- E. Use indigenous plantings in parks and city areas.
- F. Provide incentives to plant and retain trees.
- G. Establish a Bayou restoration/protection plan.

## **Goal X**

### **Improve connectivity for drivers, bicyclists, and pedestrians.**

- A. When rebuilding the bridge over Tom’s Bayou add multiple fishing platforms that don’t interfere with a bike lane and separate sidewalk for both sides of bridge.

- B. By 1 July 2015, the city schedule the painting of bike lanes on Valparaiso and John Sims Parkway.

### **Goal XI**

#### **Diversify housing choices and prices.**

- A. By 1 July 2015, the city shall adjust zoning in an area of the city to encourage adding new units to existing subdivisions for accessory dwelling units that provide affordable housing choices for singles and seniors. Provide compact living options that include rentals.

### **Goal XII**

#### **Provide for the elderly members of our community and surrounding community by providing services they need.**

- A. By 1 April 2015, the city shall encourage a company to build an assisted living facility. Suggested location would be to remove some roads and combine land currently occupied by businesses near and including the museum.

### **Goal XIII**

#### **Provide cost effective housing close to work environment in order to reduce transportation and fuel expenses.**

- A. By 1 July 2015, the city shall adjust zoning in an area of the city to encourage housing to attract military singles by providing inexpensive one bedroom apartments with nearby amenities.

### **Goal XIV**

#### **Improve the shopping appeal of our community. Encourage the following services move into our community within walking distance of affordable housing.**

By 1 July 2015, the city will identify a location in proximity to Goal XIII for the following:

- A. grocery shopping
- B. restaurant
- C. desserts shop (ice cream, yogurt, etc.)
- D. lounge
- E. "minute-clinic" medical services

## **Goal XV**

### **Create exportable goods or services that bring economic stability to our community.**

- A. By 1 October 2015, the city shall work with military to use some land to create urban greenhouses and community gardening plots. If military land not available, convert one of our city parks or city owned land.
  - 1. Incorporate farmers' stalls so community members can sell their crops.
  - 2. Allow outside booths that augment, not compete with locally grown produce.

## **Goal XVI**

### **Set up community barter exchange on the Valparaiso website so residents can help each other.**

- A. By 1 April 2016, the city shall establish a community barter exchange on the Valparaiso website so residents can help each other with home projects:
  - 1. Discover what skills exist in our community
  - 2. Create a site where residents can exchange points/skills for work performed.
  - 3. If you don't have a skill to exchange, this site provides a local person who can perform the work you desire for a fee.

## **Goal XVII**

### **Improve community appeal for after work hour activities.**

- A. By 1 June 2015, the city shall create a "Friday Fest" festival to encourage vintage cars, jeeps, and motorcycles to display their vehicles, provide booths, food and drink in a safe environment in one of our parks.

## **Goal XVIII**

### **Create an environment where we attract tourism to our city.**

- A. By 1 April 2016, the city shall replace the fishing pier or choose an alternate location to build a marina for overnight rental. Provide power, water, internet, and cable TV services for a fee. Use an automated system to accept payment for slip, utilities, restrooms and showers but prevent non-renters from free access.

## Action Statements in Chronological Order

(Always) The city will implement the following best practices when practical:

- A. Pursue “green” technologies
- B. Encourage solar energy and install solar cells to all city government facilities.
- C. Provide incentives for builders/businesses to incorporate “green” practices.
- D. Acquire more efficient city equipment.
- E. Use indigenous plantings in parks and city areas.
- F. Provide incentives to plant and retain trees.
- G. Establish a Bayou restoration/protection plan.

(As Soon As Possible) When rebuilding the bridge over Tom’s Bayou add multiple fishing platforms that don’t interfere with a bike lane and separate sidewalk for both sides of bridge.

By 1 March 2015, the city will appoint a commissioner to regularly attend Niceville City Council meetings to foster cooperation and mutual benefit.

By 1 April 2015, the city shall revise/update the Valparaiso.org website to better highlight parks and recreational opportunities (e.g. location maps, descriptions, photos, access hours, park rules, etc.)

By 1 April 2015, the city shall develop and implement an ongoing system of incentives to encourage beautification of commercial and residential neighborhoods.

By 1 April 2015, the city shall develop and implement a schedule of ongoing community beautification events/activities.

By 1 April 2015, the city shall implement an electronic suggestion box to collect community ideas via the city web site.

By 1 April 2015, the city shall encourage a company to build an assisted living facility. Suggested location would be to remove some roads and combine land currently occupied by businesses near and including the museum.

By 1 June 2015, the city shall pursue options for obtaining the services of a grant writer. (e.g. partnering personnel cost with Niceville, NWFSC, etc.)

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3. If you don't have a skill to exchange, this site provides a local person who can perform the work you desire for a fee.

By 1 April 2016, the city shall replace the fishing pier or choose an alternate location to build a marina for overnight rental. Provide power, water, internet, and cable TV services for a fee. Use an automated system to accept payment for slip, utilities, restrooms and showers but prevent non-renters from free access.

By 1 July 2016, the city shall re-examine partnering with other entities for greater internet and cable service capacity.

By 1 September 2016, the city shall add an economic development section to the Valparaiso.org website reflective of the nature and goals established in Goal V(C) above, including.

By 1 October 2017, the city shall develop and implement a plan to repair, replace, and/or update city signage.

## Appendix A

### Resources and Suggestions for Beautification Grants/Funding

<http://impactnwf.org>

<http://reconnectingamerica.org/resource-center/federal-grant-opportunities/>

<https://www.frs.org/rural-community-outreach/grant-program>

<https://www.planning.org/divisions/smalltown/grants.htm>

[http://www.ehow.com/list\\_6728667\\_city-beautification-grants.html](http://www.ehow.com/list_6728667_city-beautification-grants.html)

<http://www.nal.usda.gov/ric/ricpubs/fundguide.html>

<http://www.realtor.org/articles/main-street-usa-revitalizing-the-heart-of-small-towns>

<http://foundation.walmart.com/apply-for-grants/local-giving>

## Appendix B

### Resources and Suggestions for Beautification Incentives

- Create recognition programs similar to the Garden Club “Yard of the Month”
- Create a “Beautiful Valparaiso” section on the city website that would display:
  - photographs
  - announcements of recognitions awarded with photos
  - beautification events announcements
  - photos of beautification activities
- Create a “Beautiful Valparaiso” Facebook page that would parallel the city website.
- Coordinate with the airport to more prominently feature the city in tourist displays, art displays, etc.
- Seek coverage in regional publications such as “Emerald Coast Magazine” to feature beautification efforts/results.
- Partner with real estate agencies to sponsor recognition awards (beautiful neighborhoods make for more home sales!)
- Develop neighborhood “identities” to encourage neighborhood pride and involvement.  
(See <http://www.useful-community-development.org/neighborhood-character.html>)
- <http://www.useful-community-development.org/beautification.html>

## Appendix C

### Resources and Suggestions for Community Beautification Activities

- Define and pursue what “small town character” means for Valparaiso  
(See <http://www.useful-community-development.org/small-town-character.html>)
- Partner with the Choctawhatchee Basic Alliance for shoreline-related activities.
- Create one or more city-wide annual “clean-up, paint-up, fix-up” days.
- Partner with neighborhood associations to coordinate “clean-up, paint-up, fix-up” days on a neighborhood basis.
- Coordinate with the Okaloosa County School District to offer beautification efforts for high school students seeking community service hours.
- Partner with the county and religious/charitable associations to identify and conduct “clean-up, paint-up, fix-up” efforts for residents in need of home repair  
(See <http://www.progresspromise.com/blog/preparing-for-grace-of-pensacola> for example.)
- Approach Habitat for Humanity to pursue Valparaiso needs  
(See <http://www.habitatfb.org>).
- Consider “adopt a neighborhood” style beautification activities, especially through partnerships with various Eglin and Eglin-related groups.