

Adopted: April 9, 2024

October 1, 2024 through  
September 30, 2025



# Venice Strategic Plan for Fiscal Year Ending September 30, 2025

Preserving and Enhancing  
the Venice Quality of Life

## Strategic Goals

**Goal One:** Keep Venice Beautiful and Eco-Friendly

**Goal Two:** Provide Efficient, Responsive Government with High Quality Services

**Goal Three:** Ensure a Financially Sound City

**Goal Four:** Upgrade and Maintain City Infrastructure and Facilities

**Goal Five:** Encourage and Support a Robust and Diverse Economy

**Goal Six:** Preserve the Venice Quality of Life through Proper Planning

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# Mission Details

## ***Exceptional Municipal Services***

- Employees are ambassadors of the city to citizens, the business community, and visitors
- Engage in the community, understand customers, their needs and expectations
- Provide services compatible with the city's financial capabilities

## ***Financially Sustainable City***

- Maintain a balanced budget
- Construct the annual city budget focused on community needs
- Monitor cost of delivering services

- Continually evaluate ways to reduce costs and enhance service delivery
- Maintain or improve the city credit rating

## ***Engaged Citizens***

- Always listen to citizens
- Engage in strategic policy development, to define future issues and challenges
- Contribute expertise and partner in service to the community through participation on advisory boards, task forces, and stakeholder committees
- Help maintain open city government

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*City Mission: To provide exceptional municipal services through a financially and environmentally sustainable city with engaged citizens*

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# Vision Details

## ***Vibrant—High Quality of Life***

- Successful community events, festivals, parades, music, arts and theater to bring people of all ages together
- Strong community organizations
- Environment conducive to an active and healthy lifestyle
- Opportunities to walk, run, bike, jog, sail, kayak, fly and use alternative modes of transportation safely
- Diverse recreational and leisure venues, programs and activities for all generations
- Quick access to top quality medical and healthcare services
- Public boating and fishing opportunities
- Opportunities for eco-tourism
- Energy efficient and eco-friendly programs city-wide
- Access to adequate free parking
- Parks with a variety of amenities and activities
- Variety of quality restaurants, retail and commercial businesses
- Access to local and regional culture and arts



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*City Vision: Maintain Venice as a vibrant, charming, historic community in which to live, learn, work and play*

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## ***Charming***

- Promote architectural theme of Northern Italian Renaissance for gateways, commercial corridors, downtown and areas that are key to maintaining the city's character
- Walkable, with bicycle and pedestrian-friendly areas
- Multi-modal transportation
- People feeling safe and secure
- Small shops and restaurants
- Well-maintained buildings, streetscapes, landscaping, streets and parks

## ***Historic***

- Preserve historic and architectural character
- Protect the natural character of the city including landscaping
- Preserve downtown area with parks, small shops and restaurants



# ***Goal One: Keep Venice Beautiful and Eco-Friendly***

## **Policy 1: Maintain pristine beaches and gulf waters.**

### ***Objectives:***

1. Support protection of public beaches and shoreline through renourishment, including annual contributions to the beach restoration fund, partnerships and alternative solutions;
2. Maintain and enhance stormwater outfalls for optimal beach and water quality;
3. Continue to pursue innovative strategies to mitigate pollution and improve water quality by measuring outfalls, testing the water quality, and examining means of eliminating the known causes of pollution.

## **Policy 2: Improve gateways to historic downtown and Venice.**

### ***Objective:***

1. Focus on physical enhancements for downtown and Venice gateways and corridors.

## **Policy 3: Plan for and maintain parks, green spaces and public property.**

### ***Objectives:***

1. Work with Sarasota County to approve the new interlocal parks agreement, including the funding agreement, and conveyance agreement for Wellfield Park;
2. Work with Sarasota County to create an improved regional athletic complex at Wellfield Park;
3. Finalize and adopt a master parks plan consistent with updated interlocal parks agreement. Continue parks CIP process;
4. Encourage developers, business partners, and homeowner associations to help maintain adjacent public lands.





**Policy 4: Reduce carbon footprint, consumption of energy and protect the environment.**

***Objectives:***

1. Use energy conserving tools and tactics for public assets and incorporate innovative means to reduce energy by performing on-going assessments of existing facilities and incorporating sustainable design into all new city projects and city renovations;
2. Implement and update the Land Development Regulations (LDRs) to allow for conservation and preservation of land and natural resources;
3. Pursue opportunities to employ environmentally sustainable options including incentives for residential properties in the LDR's.

**Policy 5: Institute and maintain an updated comprehensive traffic management plan.**

***Objectives:***

1. Develop and adopt an updated Transportation and Mobility Master Plan;
2. Effectively utilize income from mobility and impact fees for infrastructure upgrades;
3. Utilize performance data for updates and modifications to traffic management systems;
4. Focus on opportunities to enhance safety measures for use of public roadways;
5. Assess need for additional wayfinding signs.



## ***Goal Two: Provide Efficient, Responsive Government with High Quality Services***

**Policy 1: Continuously look at opportunities to improve efficiencies and cost savings.**

***Objectives:***

1. Continue to strengthen relationships with other governmental agencies;
2. Enhance relationship with Florida Department of Transportation (FDOT) and the Metropolitan Planning Organization (MPO) regarding funding opportunities and oversight of projects;
3. Complete relocation of Fire Station #52, including EOC support functions, and plan for future response needs;
4. Utilize public outreach surveys and other tools to enhance opportunities to get citizen input on city issues;
5. Research and implement modern technologies and software to enhance workforce efficiency and improve service delivery.

**Policy 2: Maintain necessary personnel levels and compensation schedules to provide for high quality service delivery.**

***Objectives:***

1. Evaluate personnel levels annually and make recommendations to provide adequate staffing to meet the level-of-service demands of a growing community.
2. Identify additional ways to recognize and reward exemplary service;
3. Maintain programs for addressing personnel concerns and making sure issues are resolved and followed to conclusion;
4. Provide adequate staff support for public outreach and responsiveness to citizen concerns including topics of public safety, municipal airport, transportation, and planning.





## ***Goal Three: Ensure a Financially Sound City***

**Policy 1: Maintain a balanced budget without the use of reserve funds.**

**Policy 2: Continue to evaluate, adopt and adhere to governmental accounting and financial reporting principles in accordance with the Governmental Accounting Standards Board (GASB).**

***Objectives:***

1. For transparency, articulate specific funding sources that support government operations and continue to research funding opportunities to enhance service delivery;
2. Develop long-term plan to reach 80% or better funding of the city's fire pension plan.

**Policy 3: Protect the city from fiscal crisis by ensuring the maintenance of service, and maintaining a strong credit rating through sound, conservative financial decision-making.**



## ***Goal Four: Upgrade and Maintain City Infrastructure and Facilities***

**Policy 1: Continue to pursue opportunities to ensure Venice receives a proportionate share of county, state and federal resources, revenues, and level of service.**

***Objectives:***

1. Articulate the city's priorities to funding agencies on a timely basis;
2. Create, adopt, and share annual priorities with state and federal legislative bodies.

**Policy 2: Establish, update and maintain a contemporary asset management plan for building and property utilization.**

***Objectives:***

1. Design and construct Fire Station #52 adjacent to the existing Police Station, including all EOC support functions to create a Public Safety Campus;
2. Relocate the solid waste, recycling, and fleet maintenance operations from the Seaboard district to a new location closer to the Sarasota County landfill;
3. Begin the feasibility planning process for the water treatment plant to provide a resilient, long-term strategy for potable water production;
4. Finalize a sustainable operational and public-use plan for the Lord Higel House;
5. Continue comprehensive asset management policies and practices, including the annual CIP process and regular assessments of all city assets.





## ***Goal Five: Encourage and Support a Robust and Diverse Economy***

**Policy 1: Continue to promote positive relationships with governmental agencies and community organizations.**

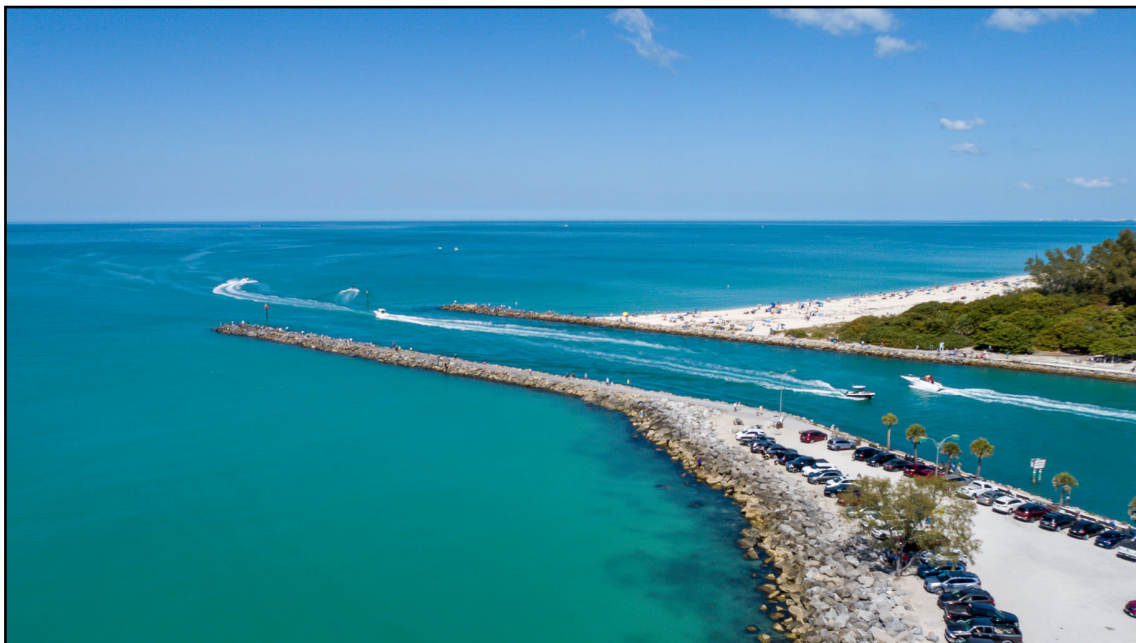
***Objectives:***

1. Establish a process to collaborate and communicate with community and neighborhood groups, nonprofits, and business partners;
2. Collaborate with other governmental agencies to share public assets;
3. Support policies that promote economic growth and development consistent with the adopted comprehensive plan.

**Policy 2: Support the revitalization and enhancement of the Seaboard district and gateway areas.**

***Objectives:***

1. Identify funding sources, coordinate with stakeholders, and perform master planning to further opportunities to redevelop the Seaboard area;
2. Develop and adopt a Seaboard district master plan, including community visioning, funding opportunities, and integration with surrounding areas;
3. Acquire additional public property as necessary, consider affordable housing opportunities, and consider future support of historic properties in the Seaboard district.



## ***Goal Six: Preserve the Venice Quality of Life through Proper Planning***

**Policy 1: Ensure adherence to the comprehensive plan when reviewing land development applications.**

***Objectives:***

1. Continue to monitor and update the Land Development Regulations (LDRs) to provide consistency with the comprehensive plan;
2. Communicate proactively with residents, developers, Chamber of Commerce and other stakeholders regarding the new LDRs;
3. Streamline administrative process to expedite issuance of land development permits for the benefit of redevelopment, preservation of historic properties and structures, and vacant infill development.

**Policy 2: Develop opportunities to promote and incentivize mixed-use development, including affordable, workforce and market-rate housing.**

***Objectives:***

1. Update building codes to encourage and promote property upgrades, including renovation and/or preservation of historic sites;
2. Develop and implement programs and affordable housing initiatives locally, including impact fee reductions, half dwelling units, accessory dwelling units, inclusionary zoning, surplus land, repurposing existing structures, and affordable housing trust fund;
3. Establish and support partnerships with other agencies and expert providers to create affordable housing opportunities locally without the use of taxpayer funds.

**Policy 3: Preserve Venice's historical resources and significant structures.**

***Objectives:***

1. Implement the historic preservation controls and standards within the LDRs;
2. Encourage the participation of significant structures in the Local Register of Historical Resources;
3. Maintain compliance and active participation in the Certified Local Government (CLG) program.







**Policy 4: Support and engage area youth in their interests through the use of city resources and community events.**

***Objectives:***

1. Identify opportunities to engage the student leaders within the city, including participation at city council, joint meetings, and public forums;
2. Evaluate feasibility and practicality of internship programs for high school and college students.



**Policy 5: Monitor projected future growth, services and infrastructure requirements for residential expansion, industrial, and commercial growth in the northeast corridor.**

***Objectives:***

1. Plan for departmental staffing needs required to meet the level-of-service demands for current and future growth;
2. Promote partnerships with neighborhood groups to assume responsibility for maintenance of city-owned properties (parks, open space);
3. Perform capital planning to provide all necessary city services including utilities, public safety, parks, solid waste, transportation, and multi-modal improvements.

**Policy 6: Promote expansion of safe biking and walking pathways.**

***Objective:***

1. Promote continued design and implementation of alternative transportation routes including: Multi-Use Recreational Trails (MURTS), Sharrows, biking and pedestrian pathways, and other multi-modal options.

**Policy 7: Support redevelopment of portions of the city to replicate or adhere to the original John Nolen Plan.**

## ***City Council***

Following passage of the City Charter, the City of Venice became incorporated on July 1, 1926, governed by a Mayor and Council. The seven Council members, including the Mayor, are elected at large for staggered three-year terms. The Council is vested with all legislative powers and its members are the community's decision makers. Council typically meets twice a month in order to hold public hearings and make policy decisions regarding municipal business and services and frequently meets in joint workshops to develop policy programs. The Venice City Council promotes open access to and participation in city government processes, ensuring a quality community with a safe and attractive environment. The City Council has adopted the following mission and principles to guide its governance.

Goal One:      Keep Venice Beautiful and Eco-Friendly

Goal Two:      Provide Efficient, Responsive Government with High Quality Services

Goal Three:    Ensure a Financially Sound City

Goal Four:     Upgrade and Maintain City Infrastructure and Facilities

Goal Five:      Encourage and Support a Robust, and Diverse Economy

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CITY OF VENICE MAYOR AND COUNCIL EXPENDITURES										001-0101				
6 mos. = 50%										As of 4/16/24				
Department 0101	Actual FY 2022	Actual FY 2023	Adopted Budget FY 2024	Amends/ Proj/Enc Rolls to FY 2024	Amended Budget FY 2024	YTD Thru 3/31/24	% YTD FY24	Positive (Negative) Variance	Expected FY 2024	Positive (Negative) Variance	Proposed Budget FY 2025	Incr (Decr) over FY24 Orig Budget	vs. 24 Orig Bud	FY2025 Budget Comments
Grand Total	202,136	261,124	308,183	1,100	309,283	145,385	47%	163,898	309,283	0	323,639	15,456	5.0%	
Exp - Miscellaneous, services and supplies	22,618	29,104	53,691	1,100	54,791	25,479	47%	29,312	54,791	0	55,667	1,976	3.7%	
511.40-00 - TRAVEL AND TRAINING	495	0	0	0	0	0	-	0	0	0	0	0	-	
511.40-01 - TRAVEL AND TRAINING - COUNCIL	7,276	12,494	32,200	0	32,200	8,629	27%	23,571	32,200	0	32,200	0	0.0%	
511.41-00 - COMMUNICATION SERVICES	6,607	6,679	7,381	0	7,381	2,901	39%	4,480	7,381	0	0	(7,381)	-100.0%	
511.41-40 - COMMUNICATION SERVICES/IS	0	0	0	0	0	0	-	0	0	0	7,702	7,702	-	Council's mobile connectivity - cell phones & lpads
511.48-00 - PROMOTIONAL ACT.	45	87	0	0	0	1,604	-	(1,604)	0	0	4,350	4,350	-	
511.48-01 - MAYOR-PROMOTIONAL ACT.	221	527	4,250	1,100	5,350	3,494	65%	1,856	5,350	0	0	(4,250)	-100.0%	
511.51-00 - OFFICE SUPPLIES	627	1,409	1,000	0	1,000	891	89%	109	1,000	0	1,800	800	80.0%	
511.51-01 - OFFICE SUPPLIES - ART COSTS	45	15	0	0	0	0	-	0	0	0	0	0	-	
511.54-00 - BOOKS, PUBS, SUBS, MEMBER	7,302	7,893	8,860	0	8,860	7,960	90%	900	8,860	0	9,615	755	8.5%	
Exp - Professional Services	18,157	20,048	20,000	0	20,000	4,928	25%	15,072	20,000	0	20,000	0	0.0%	
511.34-00 - OTHER CONTRACTURAL SVCS	18,157	20,048	20,000	0	20,000	4,928	25%	15,072	20,000	0	20,000	0	0.0%	Videotape Council Mtgs
Exp - Salaries and Wages	111,361	211,972	234,492	0	234,492	114,978	49%	119,514	234,492	0	247,972	13,480	5.7%	
511.12-00 - REGULAR SALARIES & WAGES	69,624	128,148	140,512	0	140,512	69,665	50%	70,847	140,512	0	148,957	8,445	6.0%	charter amendment increases
511.21-00 - FICA	5,234	9,732	10,749	0	10,749	5,306	49%	5,443	10,749	0	11,395	646	6.0%	Statutory 7.65%
511.22-00 - RETIREMENT CONTRIBUTIONS	36,375	73,958	83,099	0	83,099	39,941	48%	43,158	83,099	0	87,482	4,383	5.3%	FRS 58.38% --> 59.14%
511.24-00 - WORKERS' COMPENSATION	128	134	132	0	132	66	50%	66	132	0	138	6	4.5%	Citywide allocation
Exp - Grants and Aid	50,000	0	0	0	0	0	-	0	0	0	0	0	-	
511.80 - GRANTS AND AID	50,000	0	0	0	0	0	-	0	0	0	0	0	-	FY22 Family Promise

**MAYOR AND COUNCIL**

**STAFFING**

<b>CLASSIFICATION</b>	<b>Actual FY 2022</b>	<b>Actual FY 2023</b>	<b>Amended Budget FY 2024</b>	<b>Proposed Budget FY 2025</b>
Mayor	1.0	1.0	1.0	1.0
Council Members	6.0	6.0	6.0	6.0
<b>Total Department Staff</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>