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October 1, 2022 through
September 30, 2023



Venice Strategic Plan for Fiscal Year Ending September 30, 2023

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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

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 and stakeholder committees
- Help maintain open city government

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



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
- Boating and fishing, the harbor and fishing pier
- 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



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

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 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. Finalize and adopt a master parks plan after the surtax extension and interlocal parks agreement with Sarasota County are determined. Continue parks CIP process;
2. Identify level of service and future use of parks, including a financial sustainability plan;
3. Encourage developers and homeowner associations to 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 introduce innovative means to reduce energy use annually with an annual goal reduction of 10% in electricity and 5% in fuel;
2. Update the land development regulations 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. Effectively utilize income from mobility and impact fees for infrastructure upgrades;
2. Utilize performance data for updates and modifications to traffic management systems;
3. Focus on opportunities to enhance safety measures for use of public roadways;
4. Assess need for additional wayfinding signs;
5. Continue to communicate to the public, road improvement projects (both scheduled and completed) designed to improve traffic flow.



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

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

Objectives:

1. Improve and enhance relationships with other governmental agencies;
2. Enhance relationship with Florida Department of Transportation (FDOT) regarding oversight of projects;
3. City manager to communicate information to city council on relationships with other governmental entities;
4. Continue to research additional funding sources to support fire department functions;
5. Relocation of Fire Station #52 and planning for a future fourth station including the development of a funding plan.

Policy 2: Establish and maintain process to continually update personnel compensation schedules to be consistent with market demands.

Objectives:

1. Identify additional ways to recognize and reward exemplary service;
2. Complete formal process for addressing constituent concerns and making sure the issues are resolved and followed to conclusion;
3. Utilize surveys and other tools to enhance opportunities to get citizen input on city issues.



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 of the city's fire pension plan.



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.

Objective:

1. Articulate the city's priorities to funding agencies on a timely basis

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

Objectives:

1. Expand city hall facilities to support increased staffing;
2. Acquire property and relocate the solid waste recycling facility to a new site;
 - A. Pursue partnership opportunities with Sarasota County for a shared use facility off Knights Trail for the purpose of solid waste, recycling and fleet management.
3. Determine future utilization opportunities for the AJAX property;
4. Determine future operation usage of Lord Higel House;
5. Continue asset management policies and practices including the annual CIP process and assessment of 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;
2. Collaborate with other governmental agencies to share public assets;
3. Research financial strategies to develop the Seaboard and/or gateway areas.
 - A. Identify funding sources, coordinate with stakeholders, and invest in research and data collection to further opportunities to redevelop the Seaboard area and acquire land as appropriate;
 - B. Support policies that promote economic growth and development consistent with the adopted comprehensive plan.



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. Update the land development regulations to be consistent with the comprehensive plan;
 - A. Develop zoning standards to support workforce housing;
 - B. Modify building standards to accommodate the renovation and preservation of the apartment overlay district ;
 - C. Communicate proactively with residents, developers, Chamber of Commerce and other stakeholders regarding Land Development Regulations (LDRs).
2. 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: Support opportunities to promote and incentivize mixed-use development, including affordable, workforce and market-rate housing.

Objective:

1. Update building codes to encourage and promote property upgrades, including renovation and/or preservation of historic sites.

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

Objectives:

1. Develop criteria for identifying and evaluating historic preservation projects including funding resources, feasibility and timelines for project development;
2. Ensure Land Development Regulations support protection of significant structures, architecture, landscaping and cultural entities.





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 Venice High School student leaders and city council in joint meetings and public forums;
2. Evaluate feasibility and practicality of a paid internship program for high school students.



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

Objective:

1. Promote partnerships with neighborhood groups to assume responsibility for maintenance of city-owned properties (parks, open space).

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

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

Policy 8: Support affordable housing initiatives by utilizing incentives and LDRs to promote this goal with other agencies and expert providers without the use of taxpayer funds.