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September 30, 2015



Envision Venice 2014-2015 Strategic Plan

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 Growing,
Diverse Economy

Goal Six: Preserve the Venice Quality of Life
through 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
- * Monitor cost of delivering services
- * Provide low cost services while utilizing best practices

Financially Sustainable City

- * Maintain a balanced budget
- * Construct the annual city budget focused on community needs

- * Continually evaluate ways to reduce cost 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
- * Access to local and regional culture and arts



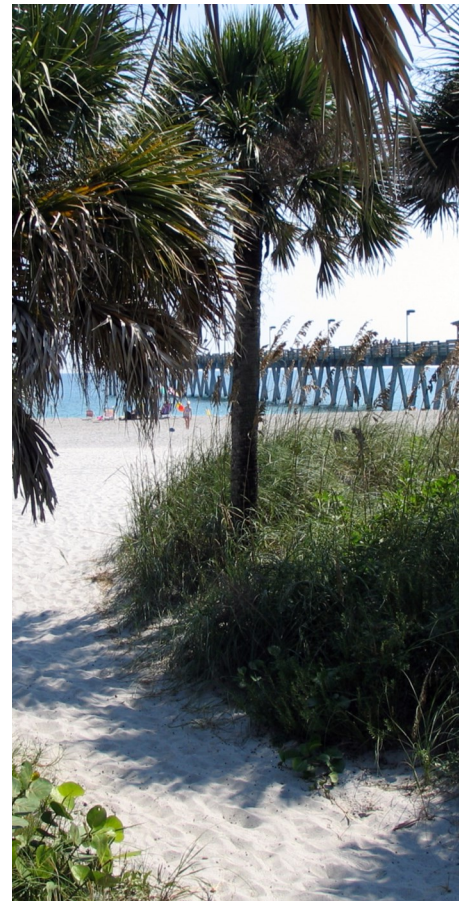
City Vision: Maintain Venice as a vibrant, charming, historic community in which to live, learn, work and play

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

Objective 1: Complete downtown mobility study and evaluate recommendations for implementation

Tasks:

1. Complete construction of Phase 1 of the wayfinding project

Objective 2: Maintain pristine beaches and gulf waters

Tasks:

1. Continue annual contributions to beach renourishment fund
2. Improve stormwater quality
3. Research alternatives for beach preservation
4. Evaluate options for upgrading the Flamingo Ditch structure
5. Evaluate other outfall pipes for potential improvements
6. Continue to monitor condition of wastewater infrastructure

Objective 3: Improve gateways to the city

Tasks:

1. Identify geographic scope of gateways
2. Review and determine appropriateness for inclusion in the comprehensive plan
3. Create recommendations for each gateway
4. Identify incentives for gateway improvements
5. Promote improvements among property owners





Objective 4: Plan for and maintain parks and public property

Tasks:

1. Create a master parks plan
2. Maintain pocket parks/green spaces
 - a. Include pocket parks/green spaces in master parks plan
 - b. Update maps with locations of pocket parks/green spaces
 - c. Establish a plan for signage
 - d. Maintain existing signs
3. Provide staff oversight to volunteer groups for improvements and maintenance of public property
4. Evaluate and establish a plan for multi-use of parks and other public spaces
5. Encourage the use of local service clubs and volunteer groups to assist with park community maintenance and traffic islands
6. Update funding plan for tree replacement
7. Create a plan for downtown vegetation replacement
8. Develop and implement a seasonal plan to enhance the downtown business district
9. Create a standardized public parks signage design

Objective 5: Create a plan and implement conservation measures

Tasks:

1. Create and implement a master energy plan
 - a. Evaluate opportunities for use of Photovoltaic (PV) systems to reduce electricity usage
 - b. Provide educational opportunities for staff on new eco-friendly programs
2. Create a plan for potable and reclaimed water conservation
3. Identify eco-friendly enhancements
 - a. Evaluate need and cost of electric charging stations
 - b. Identify potential public/private partnerships to install additional electric charging stations
 - i. Evaluate funding and operational strategies
 - ii. Evaluate installation in private developments
 - c. Evaluate creation of a city trolley system
 - i. Continue efforts to encourage SCAT's purchase of trolley cars to expand the bus route
 - d. Evaluate use of alternative transportation for city fleet
 - e. Identify opportunities, where feasible, to make the island low-speed vehicle friendly
 - f. Complete conversion of properties on septic systems to city utilities



Objective 6: Maintain and upgrade bicycle and pedestrian facilities

Tasks:

1. Support short- and long-term objectives for the Ribbons of Venice program in partnership with Sarasota County and Metropolitan Planning Organization
2. Identify locations for additional bike lanes throughout the city
3. Update city street markings for bicycle operations
4. Identify and designate areas for walking and biking

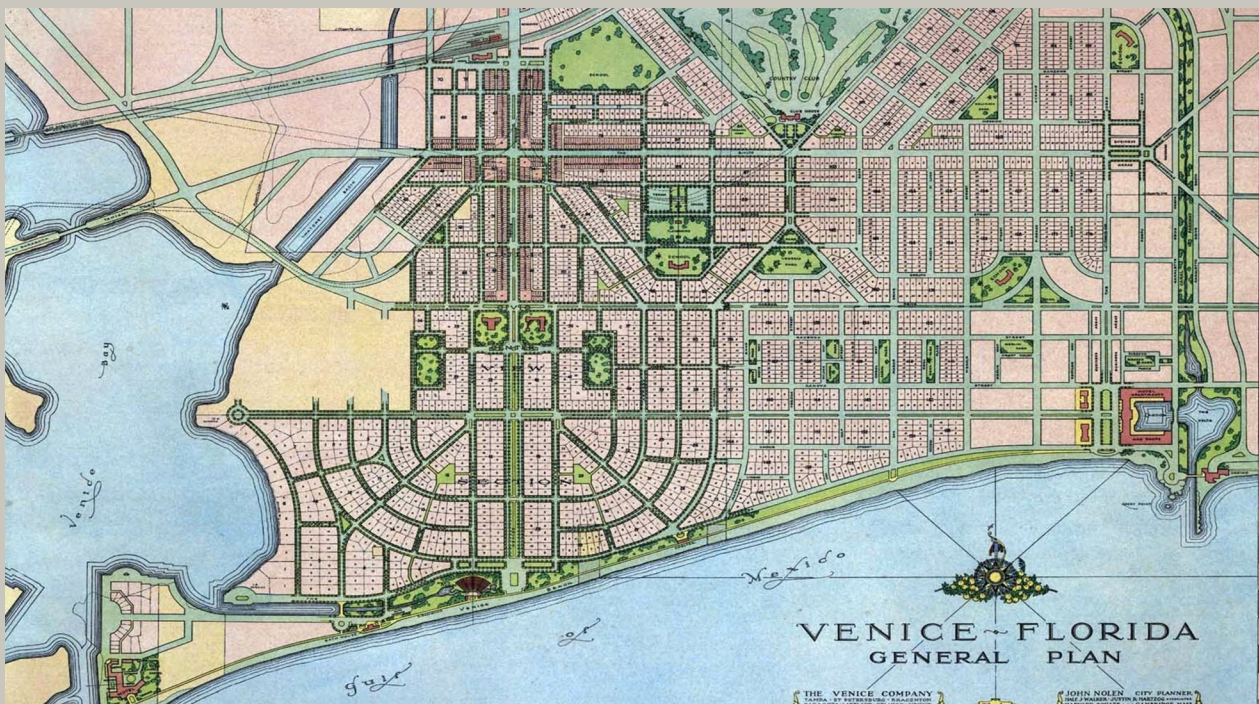
Objective 7: Develop a plan to protect heritage trees

Objective 8: Construct Legacy Park in accordance with the management plan

Tasks:

1. Complete Phase 1 park improvements
2. Evaluate funding sources for the construction of a band shell, playground and other park improvements

Objective 9: Develop a harbor management plan



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

Objective 1: Provide staffing levels adequate to meet service demands for all departments

Tasks:

1. Assess service demand per department
2. Assess staff capacity
3. Develop funding plan to meet the demand for services

Objective 2: Continue cost effective management of employee benefit programs

Tasks:

1. Pursue resolution of pension liability issues
2. Implement the adopted 80/20 percentage health care plan for affected employees

Objective 3: Implement a comprehensive plan for employee recognition

Tasks:

1. Survey employees to help create a valuable employee recognition program



Goal Three: Ensure a Financially Sound City

Objective 1: Maintain a balanced budget without the use of reserve funds

Tasks:

1. Develop Fiscal Year 2015 Budget
 - a. Continue to evaluate recurring and non-recurring expenses
 - b. Differentiate between 25% required reserves and unallocated extra reserves
 - c. Continue reviewing budget for cost saving opportunities
 - d. Review and revise personnel costs, including but not limited to annual payouts, compensatory time, overtime, vacation and sick leave
 - e. Develop and adopt model budget guidelines
 - f. In the annual budget document, include a five-year line-by-line department cost review
2. Collaborate with other governmental entities for more efficient service delivery
3. Continue to evaluate property and liability insurance programs for cost savings

Objective 2: Continue to evaluate, adopt and adhere to clear fiscal policies and performance standards

Tasks:

1. Provide annual pension fund report
2. Provide quarterly updates on impact and special mitigation fees



Goal Four: Upgrade and Maintain City Infrastructure and Facilities

Objective 1: Develop a proactive short- and long-term maintenance plan for city infrastructure (buildings and other assets), to include periodic inspections and reports

Objective 2: Improve city roadways to city standards, as appropriate

Tasks:

1. Seek grants and other funding support
2. Examine traffic control devices on major arteries for traffic pattern efficiency and safety and recommend traffic control device alterations as appropriate, e.g. Indian Avenue/US 41 Business

Objective 3: Develop an integrated five-year Capital Improvement Program (CIP) report

Tasks:

1. Provide an annual CIP update

Objective 4: Maintain the airport as a top-notch general aviation facility

Tasks:

1. Provide policy support to advance the mission of the airport
2. Complete negotiations and implement plan to resolve Office of Inspector General/Federal Aviation Administration (OIG/FAA) compliance issues, including to purchase the release of federal obligations from Sharky's and Senior Friendship Center lands
3. Develop and implement plan to improve airport landscaping along Airport Avenue in conjunction with Runway 13-31 safety improvements
4. Pursue economic development opportunities for underutilized airport properties
5. Implement airport improvements consistent with the Airport Layout Plan (ALP) and Joint Automated Capital Improvement Program (JACIP)





Objective 5: Continue to pursue opportunities to ensure Venice receives a proportionate share of county, state and federal resources and revenues

Objective 6: Devise opportunities and guidelines to support and manage city infrastructure and facilities for special events

Tasks:

1. Continue to improve temporary festival grounds infrastructure
2. Continue to employ the special events policy to identify costs of city services
3. Survey businesses to determine benefits and liabilities of holding special events in the downtown area

Objective 7: Evaluate relocation of public works and fire facilities away from the Seaboard area

Tasks:

1. Evaluate possible fire/police center at Wellfield Park area
 - a. Determine costs to relocate fire station 2
2. Evaluate the advantages and disadvantages of keeping public works at its current location
 - a. Prepare a cost benefit analysis of hardening the existing structure
3. Evaluate options to harden fire station 1 by including relocating or rebuilding

Goal Five: Encourage and Support a Growing, Diverse Economy

Objective 1: Develop a ten-year plan for economic development and sustainability

Tasks:

1. Evaluate appropriate use of city assets
2. Hire economic development resource
3. Develop city/county partnership for the greater Seaboard area utilizing Economic Development Advisory Board's recommendations
4. Create programs to bring new businesses to Venice and retain existing businesses, using private enterprises, stakeholders, boards and citizen resources
 - a. Develop a database of all businesses' names, addresses, and email for effective communications
5. Update the marketing plan to attract large events

Objective 2: Continue to promote positive relationships with governmental agencies and community organizations

Tasks:

1. Collaborate and communicate with commercial and neighborhood groups
 - a. Incorporate business strategies to areas outside of the central business district
2. Collaborate with the School Board to share public assets

Objective 3: Develop a plan for full utilization of advisory boards

Tasks:

1. Continue to engage advisory boards in strategic planning
 - a. Review and update board membership requirements
 - b. Present annual report to city council from advisory boards
2. Create a Youth Advisory Board
3. Conduct joint meetings with advisory boards when requested

Objective 4: Create a city-wide marketing plan

Tasks:

1. Economic Development Advisory Board to devise and recommend a marketing program
 - a. Create and fund a marketing plan to promote the city
 - b. Evaluate opportunities for medical tourism
 - c. Develop city signage plan
 - d. Convince prospective hotels to consider Venice
2. Assist in finding new owners for vacant properties located near the three bridges
3. Partner to develop opportunities for the train station, i.e. restaurant, store

Goal Six: Preserve the Venice Quality of Life through Planning

Objective 1: Update the comprehensive plan

Tasks:

1. Develop a comprehensive plan implementation with associated costs
2. Communicate proactively with developers, Chamber of Commerce and other stakeholders regarding Land Development Regulations (LDRs)
 - a. Increase staff attendance and participation at civic organization meetings to support communication
3. Streamline zoning and permitting regulations to improve property utilization emphasizing redevelopment, preservation of historic properties and structures, and vacant infill development

Objective 2: Identify and implement opportunities for mixed-use development, including affordable, workforce and market-rate housing

Objective 3: Protect the history of Venice, including significant structures, landscaping and cultural entities

Tasks:

1. Incorporate protective language in the updated comprehensive plan
2. Draft and implement Land Development Regulations to support protection of significant structures, architecture, landscaping and cultural entities

Objective 4: Support the museum building project

Tasks:

1. Explore funding resources and feasibility
2. Establish a timeline for project development



Summary

Venice City Council convened its annual strategic planning process on February 10, 2014 with a day long session of interaction with the public. This “Think Tank” event offered an opportunity for residents, business groups, volunteer organizations and other stakeholder groups in the community to address city council and present their varying perspectives on current and future issues of importance to the Venice community. Those public comments and suggestions were summarized and provided to council for consideration in the next phase of the strategic planning process wherein council committed two days to updating adopted goals and objectives and refocusing the city government’s strategic direction. The contents of this document constitute the product of the three-day interactive process.

City Council has defined six priority goals for fiscal year 2015:

- Keep Venice Beautiful and Eco-Friendly
- Provide Efficient, Responsive Government with High Quality Service
- Ensure a Financially Sound City
- Upgrade and Maintain City Infrastructure and Facilities
- Encourage and Support a Growing, Diverse Economy
- Preserve the Venice Quality of Life through Planning

These goals are established to provide guidance on the allocation of city resources for the next budget cycle. Each of the priority goals are further defined through a complement of objectives and tasks that give more specific direction and articulate tasks that support the respective goals. The city’s mission and vision statements and goals have evolved over time through a repetitive process of strategic planning, program implementation, and project review. This year, the inclusion of a public input segment in the annual strategic planning process provided a barometer by which council and staff assumptions could be measured against the perspectives of major community stakeholder groups. More than fifty spokespersons representing a wide spectrum of community residents, businesses, and associations presented observations and recommenda-

tions that have been catalogued into six broad categories: *Downtown Area, Business Development, Beaches and the Environment, Demographics, Tourism, and Venice City government.* The observations and recommendations were made in response to a series of questions provided to participants in advance of the public think tank. The questions prompted the participants to identify the important features of our community; what needs to be protected; what needs to change; characterize our quality-of-life, comment on development, growth, and related dynamic issues. The comment categories collectively refer to more than thirty subject areas. The most common and recurring themes include the need to focus on youth and young families; protection of cultural programs and “uniqueness” of Venice; protection of beaches, parks and open space; need for affordable housing; and planning for special events and related traffic and parking management.

To assess the relationship between the public input and council perspectives, the public comments were cross referenced against the council goals and objectives. The results of the comparison show that the public comments are reflected in the council priorities. One of the revealing values of the public input session is understanding the commonality of broader community goals presented from different stakeholder groups. On the subject of demographics, comments include the need to protect the features of Venice that attract seniors and retirees; the need to expand social programs that attract youth; the need for affordable housing for young families; the need to support job creation and promote a young vibrant workforce. Collectively, the comments reflect an appreciation for the importance of demographic balance as a feature of a healthy community.

The goals and objectives specified in the 2014 -15 Strategic Plan establish direction and priorities for the creation of the 2015 city budget. As the budget process evolves costs will be assigned to performing the individual tasks that support the updated council objectives. This data will assist in the development of the budget plan and in defining priority projects for the next fiscal year.