Adopted: July 12, 2016

October 1, 2016 through
September 30, 2017

Envision Venice Strategic Plan for Fiscal Year Ending September 30, 2017

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 Proper Planning

Venice, Florida
"City on the Gulf"

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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 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, 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

Objective 1: Maintain pristine beaches and gulf waters

Tasks:

1. Continue annual contributions to beach renourishment fund
2. Identify partnership opportunities in the region for beach erosion solutions
3. Establish funding plan for future renourishment or alternative solutions when the city becomes responsible for entire costs
4. Advocate for renourishment of Caspersen Beach

Objective 2: Improve gateways to historic downtown and Venice

Tasks:

1. Assign identification of gateway areas to the parks and recreation advisory board
2. Identify partners to help lead gateway improvements and maintenance
   a. Business and community associations
3. Identify incentives for gateway improvements
4. Promote improvements among property owners
5. Develop a gateway enhancement/maintenance plan
6. Develop and implement an “adopt-a-gateway” program

Objective 3: Plan for and maintain parks and public property

Tasks:

1. Create a master parks plan
2. Develop and implement a signage plan to recognize local service clubs and volunteer groups who assist with park and traffic island maintenance
3. Coordinate and partner with bridge owners for bridge maintenance
4. Develop and implement an "adopt-a-park" program, including pocket parks.

Objective 4: Create a plan and implement conservation measures

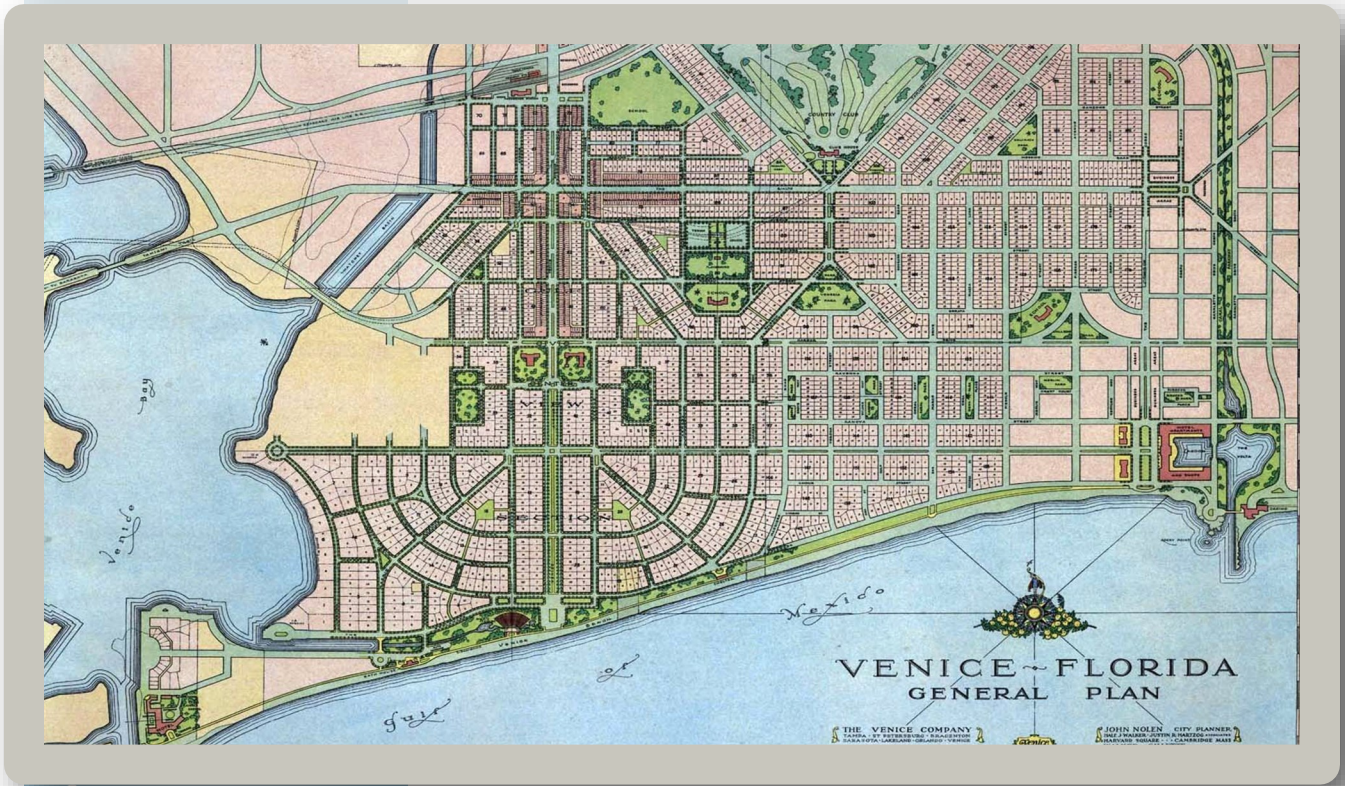
Tasks:

1. Conduct an energy audit to identify potential reductions in energy consumption and present findings for implementation
2. Identify additional eco-friendly enhancements
3. Develop a future land use and zoning designation to allow for conservation and preservation of land
4. In coordination with the comprehensive plan, determine the common definitions of conservation, preservation, open space and green space
5. Identify and collaborate with agencies having expertise on conservation and open space
6. Evaluate opportunities to maintain and preserve Venice's natural resources
7. Develop and implement a plan and related policies to protect heritage trees and significant tree

Objective 5: Develop and implement a comprehensive traffic management plan

Tasks:

1. Coordinate with Florida Department of Transportation (FDOT) for completion of a signalization study
2. Evaluate traffic flow, including evacuation routes
3. Analyze seasonal variations in traffic flow
4. Analyze special events impact on traffic flow and identify ways to alleviate problem areas
5. Identify and utilize available county resources to support studies
6. Develop and implement phase 2 wayfinding signage
7. Evaluate external funding for use of a city trolley system
8. 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

Objective 1: Improve and Enhance Relationships with Outside Entities

Tasks:

1. Improve and enhance relationship with Sarasota County, including city council and staff
   A. Establish an issue/resolution communication process
   B. Review interlocal agreements and identify those which may benefit from modification
   C. City manager to design process with department heads to meet with county counterparts
   D. Increase communication between city and county department heads; if disagreement, city manager and county administrator to resolve the issue
   E. Council to evaluate and determine the city's position on dual taxation
   F. Evaluate cost savings/initiatives with the Sarasota County Sheriff's office, i.e. work crews
2. Improve and enhance relationship with Florida Department of Transportation (FDOT)
3. City manager to communicate information to city council on relationships with other governmental entities

Objective 2: Provide adequate staffing levels to meet increased service demands in affected departments

Tasks:

1. Develop funding plan to meet increased service demand
2. Identify strategy to mitigate attrition of trained police officers; establish promotional plan to attract and retain high quality candidates
3. Evaluate and identify alternative funding sources for fire and police departments
4. Hire, retain, recognize and reward employees
5. Survey employees on work-related conditions, to inform decision making on human resource matters
6. Establish formal process for addressing constituent concerns
7. City's Emergency Operations Center (EOC) to provide an annual update on emergency preparedness
8. Investigate opportunities to solicit citizen feedback through a survey or similar process, in conjunction with Sarasota County
9. Coordinate special event scheduling with Sarasota County
10. Work with Sarasota County to plan future development, use, operation, control and maintenance of major/regional sports and recreational areas

Goal Three: Ensure a Financially Sound City

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

Tasks:

1. Annually develop a balanced budget on a timely basis
2. Review all personnel costs
3. Collaborate with other governmental entities for efficiencies

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

Tasks:

1. Ensure presentation of annual pension fund report from pension boards
2. Provide quarterly updates on impact and extraordinary mitigation fees
3. Develop long-term plan to reach 80% or better pension funding
4. Define revenue sources in budget and define how those revenue sources may be utilized
5. Provide a schedule of projected budget revenues
6. Maximize all funding sources to minimize property taxes
7. Place all newly purchased vehicles on a depreciation schedule starting Fiscal Year 2017

Goal Four: Upgrade and Maintain City Infrastructure and Facilities

Objective 1: Maintain the airport as a top-notch general aviation facility

Tasks:

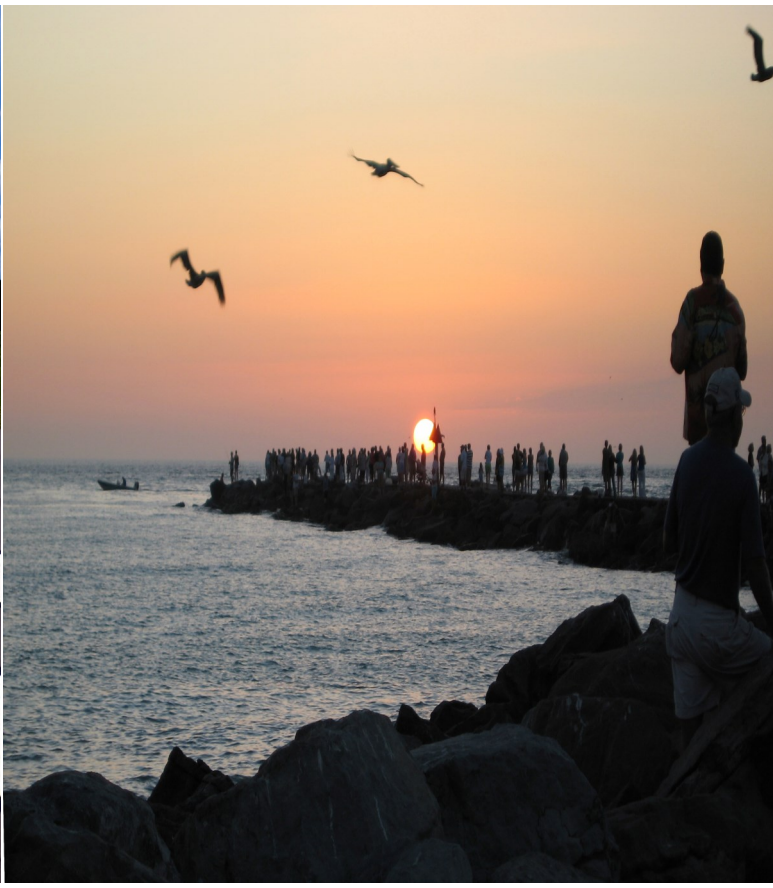
1. Provide policy support to advance the mission of the airport

Objective 2: Continue to pursue opportunities to ensure Venice receives a proportionate share of county, state and federal resources and revenues

Objective 3: Continue to pursue general government efficiency through balanced growth, collaboration with other agencies and progressive policy design

Tasks:

1. Develop zoning updates to meet housing demands
   - A. Analyze workforce housing opportunities
   - B. Research apartment overlay district design
   - C. Modify codes to accommodate property upgrades
     - i. Renovation/preservation of historic sites
2. Collaborate with Sarasota County on improvements to the outside of Hamilton building, establish budget for facility maintenance obligations; site management; parking development; and consider future uses



Objective 5: Evaluate implications of relocating public works

Objective 6: Ensure the long-term quality of the potable and reclaimed water supplies; evaluate and implement security features and testing

Objective 7: Determine the future use of AJAX property site; determine zoning requirements; determine payback plan to Utilities for purchase; and determine Utilities planned use

Objective 8: Develop plan to educate citizens on the road and public safety bond referendums; develop debt schedule for payback

Objective 9: Consider strategies to create partnerships to promote and support a new library/museum/archives complex in Venice

Objective 10: Consider strategies to maximize effective use of festival grounds property at the airport

Goal Five: Encourage and Support a Growing, Diverse Economy

Objective 1: Continue to promote positive relationships with governmental agencies and community organizations

Tasks:

1. Collaborate and communicate with community and neighborhood groups
   A. Support business strategies to areas outside of the central business district
2. Collaborate with the School Board to share public assets
3. Host a public workshop to explore the merits of improvements in the Seaboard area, including Sarasota County, business and property owners

   A. Develop a plan based on workshop recommendations

   B. Establish a city/county partnership to improve the greater Seaboard area

Objective 2: Develop strategy to support relocation of the postal distribution center and retail services for future reuse of West Venice Avenue site

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

Objective 1: Update the comprehensive plan

Tasks:

1. Communicate proactively with residents, developers, Chamber of Commerce and other stakeholders regarding Land Development Regulations (LDRs)
2. 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 to promote and incentivize 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. Draft and implement Land Development Regulations to support protection of significant structures, architecture, landscaping and cultural entities
2. Modify codes to accommodate the renovation and preservation of the apartment overlay district

Objective 4: Devise a strategy to develop historic preservation and identification projects

Tasks:

1. Create an inventory of historic structures and monuments, using the Historic Preservation Board
2. Develop criteria for evaluating museum and other projects including funding resources, feasibility and timeline for project development

Objective 5: Support and engage area youth in their interests through city resources and community events

Tasks:

1. Determine interest to hold a joint meeting between Venice High School student leaders and city council
2. Evaluate the opportunity to offer a paid internship program for high school students

Objective 6: Examine projected future growth, services and infrastructure requirements for residential expansion and retail growth in the northeast corridor

Tasks:

1. Through agreements, transfer maintenance of common areas from the city to the homeowner associations
2. Create an ordinance to include other amenities under the responsibility of the developer or homeowner association