

# Strategic Framework

## ANNUAL REPORT

### Retreat 2024



### Goal 1: Economic Opportunity for All

Explore Opportunities to Partner with CCCC and Lee County schools, including public and private, to improve workforce opportunities

Improve Public Transportation and Mobility Options

Develop Target Industries to Provide Diverse Workforce Opportunities

#### EDUCATIONAL PARTNERSHIPS

- ◆ City staff participated in mock interviews with and led tours of students from Lee County and Southern Lee high schools.
- ◆ Human Resources shared job openings that require a high school diploma or Associate's Degree with local high schools, the CCCC Career Center, Job Corps Scholars Program, and the YouthBuild Program.

#### TRANSPORTATION & MOBILITY

- ◆ Sanford was awarded a three-year pilot program to provide a subsidized rideshare program for the public. Staff and the Lee County COLTS system are considering long-term management options.
- ◆ Staff has worked with NCDOT and their consultants to develop designs and options for potential mobility hub locations.

#### DIVERSE WORKFORCE

- ◆ The Sanford Area Growth Alliance (SAGA) is concentrating its

marketing efforts on the Life Sciences sector; specifically, biomanufacturing and AgTech.

- ◆ SAGA is working with Lee County Schools and CCCC to analyze the Lee County Promise program and develop an action plan for broadening participation.
- ◆ Industry recruitment continues to offer new opportunities:
  - Kyowa Kirin selected Helix Innovation Park at the Brickyard for its new biomanufacturing site.
  - Bharat Forge is completing its second facility, which will employ 200. Third and fourth phases are in discussion.
  - Pfizer will soon begin active manufacturing in the Pfizer North (Abenza) facility.
  - Construction of a new facility for Service Building Supply is nearing completion.
  - Three active projects are considering the lease/purchase of Shell Building III.



## Goal 2: Preserving & Creating Affordable Housing

Support Housing Initiatives

Increase Access to Affordable Housing

Improve the Condition and Number of Affordable Housing Properties

Develop and Improve Programs to Address Homelessness

### HOUSING INITIATIVES

- ◆ The City of Sanford funded a series of homebuyer education classes and counseling services through Brick Capital CDC. Through the program, 107 clients received counseling to become homeowners, 17 clients received foreclosure/eviction counseling, and 4 clients received down payment assistance.

### AFFORDABLE HOUSING

- ◆ Staff is finalizing the adoption of Phase 1 of the updated Unified Development Ordinance (UDO).
- ◆ Phase 1 of the updated UDO includes Accessory Dwelling Units, which typically rent at a lower rate. The update will also focus on new rules that support affordable housing development.
- ◆ The City continued its partnership with Brick Capital CDC on the Washington Avenue project, which will provide 45 single-family detached homes and a 16-unit apartment complex. CDBG and The

Golden LEAF funding has been secured, along with contributions from the City and the County.

- ◆ The City has also partnered with Brick Capital on the Jackson Heights project to provide 20-25 single-family lots. CDBG funding has been secured.

### CONDITION OF PROPERTIES

- ◆ The City was awarded NCHFA funds for urgent repair (URP) and single-family repair programs.
- ◆ City staff worked with low-income homeowners with special needs to complete 12 home repairs or modifications.

### HOMELESSNESS

- ◆ S3 Housing Connect supported homelessness initiatives. The City renewed its contract with Partners for Impact for project management.
- ◆ The City provided funding for an Extreme Weather Shelter.

# Strategic Framework

## ANNUAL REPORT

### Retreat 2024



### Goal 3: Vibrant Downtowns (Sanford and Jonesboro)

Develop and Implement  
 Strategies to Link Sanford  
 and Jonesboro

Improve Mobility

Recruit and Retain  
 Downtown Businesses

Continue to Invest in  
 Public Infrastructure

#### RECRUIT AND RETAIN DOWNTOWN BUSINESSES

- ◆ SAGA and the City of Sanford remain committed to the Real Investment in Sanford Entrepreneurs (RISE) program to provide entrepreneurial opportunities while marketing downtown real estate.
- ◆ SAGA is studying the viability of an incubator space/program in Downtown Sanford or nearby.
- ◆ The Public Art Program installed two murals and established the Bee City USA program, bringing positive attention to the area and helping to establish it as a tourism destination.
- ◆ The City is working on a targeted land use plan for the downtown Sanford municipal service district that will include recommended updates to the unified development ordinance to address the area's unique needs. The plan should be ready for adoption in late 2024.

#### PUBLIC INFRASTRUCTURE

- ◆ The City secured state funding and private donations along with funds made available through ARPA for the Sanford Depot renovation. The project is currently in the bidding phase with construction anticipated to start in summer 2024.
- ◆ The City and its partners secured grant funding, completed an area feasibility study, an area flood study, conceptual design, and completed the RFQ process for the Sanford Agricultural Marketplace. An architect has been contracted. Bidding is expected to start in late June 2024.
- ◆ The City made progress in the Sanford Central Green concept by demolishing the King Roofing Building and purchasing the Singer Building. The concept was shared with residents.



### Goal 4: Planning and Infrastructure for Growth

Leverage Sanford's Water and Sewer Assets

Develop and Maintain Plans

Address the Changing Needs of Residents

Leverage Highway Corridors

#### ADDRESS THE NEEDS OF RESIDENTS

- ◆ Construction of Fire Station #5 is underway.
- ◆ Consultant has drafted the Parks Master Plan and it has been presented to the Parks Advisory Board. The next step is presenting it to Council.

#### WATER AND SEWER ASSETS

- ◆ The City is leveraging its utility assets by partnering with surrounding communities for the provision of utility services.
  - The City created TriRiver Water to be a central provider for all water customers.
  - The City will provide water and wastewater services to Pittsboro.

- The City is in discussion with other jurisdictions to provide water/wastewater services.

#### DEVELOP AND MAINTAIN PLANS

- ◆ City staff is in the final stage of updating the Unified Development Ordinance for new residential development. Public input sessions are scheduled for March.

#### LEVERAGE HIGHWAY CORRIDORS

- ◆ The City has begun upgrading the lighting on Hawkins Avenue.



### Goal 5: Engagement

Support Programs that Help Grow Future Community Leaders

Develop Improved Information Dissemination Strategies

Strengthen Local and Regional Partnerships

Develop Diverse Community Building Programs

Engage the Various Cultures in Sanford

#### COMMUNITY LEADERS

- ◆ The City held Sanford 101 to educate residents about municipal governance.
- ◆ The Sanford Area Growth Alliance continued its Leadership Sanford and RISE programs.

#### INFORMATION DISSEMINATION

- ◆ Public Information moved from using Twitter to using Next Door as a social media channel to supplement Facebook. Next Door has the potential to reach 6,000 residents using the system's mapping layer.
- ◆ The Fire, Police, Parks, and Public Information, departments grew their social media presences.
- ◆ The Resident's Guide was published, added to the City website, and distributed around the community. It was also translated into Spanish for the website.
- ◆ City staff collaborated to create an Emergency Communications Plan to better alert residents and inform employees during critical situations.
- ◆ The City implemented Civic Ready and One Call solutions to ensure effective and timely communication with residents.

#### PARTNERSHIPS

- ◆ Public Information partnered with Downtown Sanford, Visit Sanford, El Refugio, El Vinculo

Hispano, Lee County Schools, and CCCC to share information and increase community engagement.

- ◆ The Parks Department partnered with Lee County Parks & Recreation for several community events.

#### COMMUNITY BUILDING

- ◆ The Parks Department hosted special events for the community that were well attended and reached a diverse audience.
- ◆ The HR Department used multiple online and offline avenues to reach diverse candidates.
- ◆ The HR Department coordinated the secondary language testing program to improve communication with non-native English speakers. This process includes implementing the testing and processing associated premium payments for employees in the program.

#### DIVERSE CULTURE

- ◆ The City partnered with El Refugio to increase Latinx participation in Downtown StreetFest & Fireworks.
- ◆ Public Information acted as a resource for the ESL program (Lee County Schools) and worked with the Sister City program to establish a penpal program at Tramway Elementary.