



Goal 1: Economic Prosperity for All

Explore opportunities to partner with CCCC and Lee County schools, including public and private, to improve workforce opportunities.

- ▶ The Sanford Area Growth Alliance (SAGA) analyzed the Lee County Promise program. Based on information provided by Lee County Schools, the program is impactful and recipients are from diverse backgrounds. Transportation was identified as a barrier.
- ▶ SAGA is participating in the development of a strategic plan for Lee County Schools.
- ▶ Human Resources participated in the Local Government Career Expo. More than 300 visitors stopped at the Sanford booth.
- ▶ 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.
- ▶ The Parks Department is working with Human Resources to develop a Parks & Recreation internship program to offer hands-on opportunities to local students.

Improve public transportation and mobility options.

- ▶ Sanford has partnered with the Lee County COLTS system to implement a rideshare pilot

program inside the City limits. An advisory board of local stakeholders is helping to steer the process.

- ▶ Staff and consultants have completed the mobility hub study phase and are working to finalize the hub’s exterior design. New funding must be awarded to begin the next phase of the project.

Develop target industries to provide diverse workforce opportunities.

- ▶ SAGA is focusing its marketing efforts on the Life Sciences sector, specifically, bio-manufacturing and AgTech.
- ▶ Industry recruitment continues to offer new opportunities:
 - Construction is underway for Kyowa Kirin’s site in Helix Innovation Park at the Brickyard. The company took occupancy of a downtown office space for 45+ workers.
 - Bharat Forge is completing its second facility, which will employ 200. Third and fourth phases are being discussed.
 - Pfizer has shifted its focus in Sanford from gene therapy to oncology.
 - Service Building Supply and ABC Supply Company facilities are complete.
 - Shell Building III was submitted 47 times in 2024 and 5 times in 2025 to date.



Goal 2: Preserving & Creating Affordable Housing

Support housing initiatives.

- ▶ The City of Sanford funded counseling services and a series of six homebuyer education classes through Brick Capital CDC. Through the initiative, 134 clients received counseling to become homeowners and 20 clients received foreclosure/eviction counseling.

Increase access to affordable housing.

- ▶ City Council approved adoption of Phase 1 of the updated Unified Development Ordinance, which adds housing options suited to lower rents, including accessory dwelling units.
- ▶ CDBG and Golden LEAF funding has been secured and a civil engineer has been contracted for the Washington Avenue project, which will provide 48 single-family homes and a 16-unit apartment complex. With City and County contributions, a total of \$3.1 million is available for infrastructure costs.
- ▶ CDBG funding has been secured and a civil engineer has been contracted for the Jackson Heights project, which will provide 20-25 single-family lots.
- ▶ City Council approved the Affordable Housing Grant Policy, which provides a grant to any developer of affordable housing to offset the cost of system development fees. The goal is to increase the local affordable housing stock.
- ▶ S3 Housing Connect's Housing Advocacy Action Group engaged with more than 120 people through a dialogue and discussion

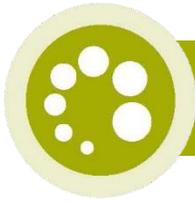
series about affordable housing and advocacy strategies.

Improve the condition and number of affordable housing properties.

- ▶ The City conveyed several lots to Brick Capital CDC and Habitat for Humanity to develop as affordable housing or provide homes for those in need.
- ▶ The City was awarded NCHFA funds for urgent and single-family repair programs.
- ▶ City staff worked with low-income homeowners with special needs to complete 11 home repair projects.
- ▶ The City helped provide additional housing units at the Wilrik Hotel Apartments.

Develop and improve programs to address homelessness.

- ▶ The City renewed its contract with Partners for Impact for project management.
- ▶ S3 Housing Connect created action groups to streamline the task force's efforts and re-energize both area nonprofits and the community.
- ▶ The City and County contributed funding for operations at Outreach Mission, which broke ground on a shelter.
- ▶ The City provided funding for an extreme weather shelter operated by Bread of Life Ministries.



Goal 3: Vibrant Downtowns (Sanford and Jonesboro)

Develop and implement strategies to link Sanford and Jonesboro.

- ▶ Mayor Salmon and DSI met with the Director of the N.C. Main Street Program to discuss options for extending the downtown district or establishing a new district in Jonesboro.
- ▶ The Parks Department has planned “Busking in the ‘Boro,” a day-long festival in Jonesboro that includes music and vendors. This is the department’s first event in Jonesboro.
- ▶ Public Information shared history and hid coins in Jonesboro to engage residents in the area and bring attention to the area’s history.

Improve mobility.

- ▶ City staff are working with the N.C. Department of Transportation to improve the safety and walkability of Horner Boulevard in the Downtown area.
- ▶ The Parks Department is exploring options for extending the Endor Iron Furnace Greenway.

Recruit and retain downtown businesses.

- ▶ SAGA, DSI, and the City remain committed to the Real Investment in Sanford Entrepreneurs (RISE) program to provide entrepreneurial opportunities while marketing downtown real

estate. The 2024 winner chose to locate in Jonesboro.

- ▶ SAGA continued exploring incubator space and other entrepreneurial opportunities in Downtown Sanford or nearby.
- ▶ The City began working with consultants on a Downtown Small Area Plan to guide growth and development in Downtown Sanford.
- ▶ For the sesquicentennial, the Sanford Appearance Commission collected donations to plant trees in public spaces, with the bulk planned for Downtown Sanford.

Continue to invest in public infrastructure.

- ▶ The City has moved forward with construction of the Pilgrim’s Sanford Agricultural Marketplace. The structure will house the farmers’ market. The City is partnering with N.C. Cooperative Extension-Lee County for programming at the future facility.
- ▶ The City has moved forward with renovation of the historic Depot building.
- ▶ Sidewalks across the city, including along Horner Boulevard, were improved to meet ADA standards through an N.C. Department of Transportation Initiative.
- ▶ The City continues to identify properties and opportunities for the Sanford Central Green.



Goal 4: Planning & Infrastructure for Managed Growth

Leverage Sanford’s water and sewer assets.

- ▶ The City began operating its water and wastewater utilities as TriRiver Water.
- ▶ TriRiver Water merged Sanford’s utility system with the Town of Pittsboro’s utility system, effective July 1, 2024. TriRiver Water owns and operates the merged system.
- ▶ Together with the towns of Fuquay-Varina and Holly Springs, TriRiver Water began a Water Filtration Facility expansion to add 18 million gallons per day of capacity.
- ▶ The City signed agreements with Chatham County and the Town of Siler City to merge utilities, effective July 1, 2025. TriRiver Water will own/operate the merged system.
- ▶ Human Resources transitioned 14 utility employees from Pittsboro to TriRiver Water.
- ▶ TriRiver Water installed iHydrants in Sanford to provide system pressure data.
- ▶ TriRiver Water is replacing water meters with automatic metering infrastructure.
- ▶ The City extended the date and expanded the territory for revenue sharing with Chatham County.

Develop and maintain plans.

- ▶ City Council approved a Parks Master Plan to guide development and investment, as well as provide a 10-year work plan for staff.

- ▶ City Council approved Phase 1 of the updated Unified Development Ordinance. Phase 2 will focus on commercial development.
- ▶ The Parks Department received a PARTF grant to fund upgrades to Walter McNeil, Jr. Park, which could include a new shelter, walking trail, and equipment.
- ▶ The stage at Kiwanis Family Park was constructed to provide an additional venue for public events.
- ▶ The City is working with consultants to expand the Sanford Municipal Center to meet the City’s space needs.

Invest in public safety infrastructure.

- ▶ The Sanford Police Department expanded its fleet and began the officer vehicle take home program, which increases visibility and safety and aids in recruitment and retention.
- ▶ The Sanford Fire Department is exploring accreditation through the Commission on Fire Accreditation International.
- ▶ Fire Station #5 was staffed and opened in late 2024. Staffing included an aggressive recruiting campaign that received a record 125 candidates.
- ▶ The Sanford Fire Department held its inaugural fire academy.
- ▶ The Insurance Services Office upgraded the Sanford Fire Department’s insurance rating



Goal 4: Planning & Infrastructure for Managed Growth (cont).

Invest in public safety infrastructure (cont).

from a 3 to a 2, reflecting the department's commitment to improving its response times and its investment in technology and training.

Leverage highway corridors.

- ▶ Lighting upgrades along Horner Boulevard are complete. Lighting upgrades are nearing completion along Hawkins Avenue.
- ▶ The Flora and Fauna mural was installed on Hawkins Avenue, beautifying an entryway to the city.



Goal 5: Engagement

Support programs that help grow future community leaders.

- ▶ The City held Sanford 101 to educate residents about municipal governance.
- ▶ The City held Sanford 201 to educate and inform past Sanford 101 graduates about TriRiver Water and associated projects.
- ▶ SAGA continued its Leadership Sanford and RISE programs.

Develop improved information dissemination strategies.

- ▶ Public Information added TikTok, X, and YouTube to supplement Facebook, Instagram, NextDoor, and LinkedIn.
- ▶ TriRiver Water, Fire, Police, Parks, Golf, Appearance Commission, and Public Information grew their social media presences.
- ▶ The City focused on video content, increasing its reach on social media by 73% across platforms. Videos include captions and translations.
- ▶ The Resident’s Guide was updated in both English and Spanish. New rack cards were printed and disseminated.
- ▶ City staff collaborated with Lee County Emergency Management to plan for large-scale emergency situations.
- ▶ The City tested Civic Ready and One Call for

mass notification solutions. TriRiver Water pursued OnSolve to allow for map-based solutions to emergency communication.

- ▶ Public Information updated its Spanish-language media contact base to ensure information reaches relevant outlets.
- ▶ Human Resources coordinated the secondary language program to provide premium pay to employees who help meet the needs of non-native English speakers. Currently, 30 employees participate in the program.

Strengthen local and regional partnerships.

- ▶ Public Information partnered with Downtown Sanford, Visit Sanford, El Refugio, El Vinculo Hispano, Lee County Schools, the Lee County Library, and CCCC to share information and increase community engagement.
- ▶ The Parks Department continues to partner with Lee County Parks & Recreation to offer community events.
- ▶ The Police and Fire departments held education talks and participated in programming at area schools and local youth organizations.
- ▶ The City of Sanford achieved Bee City USA status following a partnership with Chatham Park and the Appearance Commission.
- ▶ The City of Sanford renewed its status as a Tree City USA through continued participation



Goal 5: Engagement (cont).

Strengthen local and regional partnerships (cont).

- in Arbor Day and its partnership with the N.C. Forestry Service.
- ▶ The City of Sanford continued active participation in Central Pines Regional Council, North Carolina League of Municipalities, and National League of Cities programs.

Develop diverse community building programs.

- ▶ The City of Sanford held several events to celebrate the sesquicentennial, including the Birthday Bash and Tomorrowland at StreetFest. Staff also wrote a historical column for social media and hid a commemorative coin each week.
- ▶ The Parks Department created the “Parks Pulse” guide to help inform the community about its full slate of new and continued events and activities.
- ▶ The Parks Department held concerts throughout the summer on Thursdays and Sundays at Kiwanis Family Park, including the “Freedom Fest” July 4th event.
- ▶ The City of Sanford held National Night Out in October, including a central community event

that brought the community to the Sanford Municipal Center.

- ▶ Held the annual Block Party to spruce up an area of town and promote partnerships to bring the community together.
- ▶ The City partnered with Downtown Sanford for StreetFest, including adding a trolley for additional transportation options.

Engage the various cultures in Sanford.

- ▶ The City worked with El Refugio to ensure Latinx participation in municipal activities, such as StreetFest and the Sesquicentennial.
- ▶ The Police Department participated in International Culture Night and El Refugio’s summer program.
- ▶ The Sanford Appearance Commission’s Public Art Program hosted a Juneteenth writing contest and concert at W.B. Wicker Elementary School.
- ▶ The City of Sanford shared historical stories/information to celebrate Black History Month and Women’s History Month.
- ▶ The Public Art Program celebrated Hispanic Heritage Month through an art pop-up sponsored by El Refugio.